

EUROPEAN NEWS

Ligachev: the last charge of an old Communist war-horse

By Quentin Peel in Moscow

MR Yegor Kuzmich Ligachev, the man the liberals love to hate, promised to speak his mind at the 28th congress of the Soviet Communist Party. And when he did, the delegates loved it.

He denounced any form of private property being included in the party platform. He warned against any headlong rush into a market economy. He spoke bitterly of German unification, being in reality West Germany swallowing the east. And he accused his colleagues in the Soviet leadership - by implication Mr Mikhail Gorbachev himself - of "thoughtless radicalism, improvisation and swinging from side to side" in the five

years of perestroika.

"I believe the party will remain Marxist-Leninist," he declared. In an obvious attack on Mr Alexander Yakovlev, the leading radical in the politburo, he said: "Some people have started talking about perestroika going ahead with or without the (Communist) party. I think that perestroika without the party is hopeless."

For that, he won by far the biggest ovation of the congress, repeated applause, and the obvious admiration of the conservative majority. He was the darling of the day.

Yet when the vote was announced for the deputy leadership of the party, the new post of deputy secretary general, Mr Ligachev came a very

poor second to the colourless Mr Vladimir Ivashko, the former Ukrainian party leader, and Mr Gorbachev's compromise candidate for the job. He got only 776 votes in favour, while an extraordinary 3,642 voted against him.

The decision was popular enough on Moscow's streets. "One Kuzmich is more than enough," a taxi driver remarked, referring to the fact that Mr Ivan Kuzmich Polozkov, another arch-conservative, was elected leader of the new Russian Communist Party last month.

As far as the party congress was concerned, however, it is much more difficult to explain.

It is easy enough to understand why Mr Ligachev is popular with the party faithful. It is also in character that he should have spoken his mind.

"Many people believe that the conservatives at this congress are simply full-time bureaucrats trying to protect their party jobs," according to a senior central committee official. "That is not the whole story. These are people who have believed in an ideology all their lives, and now it is all being called into question."

"When they hear Yegor Kuzmich speaking, he answers the fear in their hearts: he is prepared to speak up and reassure them that the old ideology is still intact and worth fighting

for. That is why they love him."

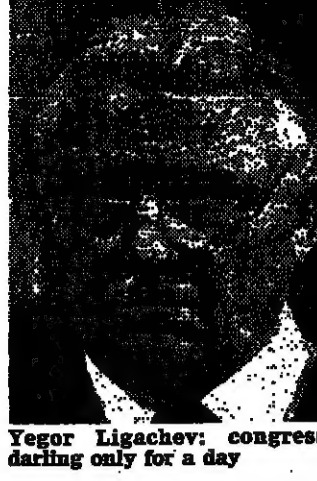
There were three ways in which Mr Gorbachev and his allies undermined the old war-horse. Speaker after speaker mentioned that he was in his 70th year, an embarrassing reminder of the old gerontocracy under Mr Leonid Brezhnev. Even if they want to be conservative, the party bureaucrats know they need a better image.

Then Mr Gorbachev made it painfully clear that Mr Ivashko, a pragmatic conservative of the new school, was his candidate, and he would find it hard, if not impossible, to work with anyone else. Once again, he used his personal stature,

and the bitter reminder that the party has no one to replace him, to push an unwilling congress his way.

Finally, and perhaps most importantly, it was clear that Mr Ligachev was a divisive candidate. At a time when the conservatives were themselves rallying to the cry of "consolidation," they could scarcely turn round and precipitate the split.

They may yet regret it, for the party and its ideology will never be the same again. But in the end their ingrained party discipline, and desperation to maintain a semblance of unity, overcame their natural inclinations. They were confined to the clapping.



Yegor Ligachev: congress darling only for a day

Spanish inflation rises but less than expected

By Tom Burns in Madrid

INFLATION in Spain rose less than expected last month adding to pressures on the monetary authorities to lower interest rates in order to weaken an unusually high peseta.

Consumer prices rose by 0.3 per cent against a market expectation of 0.4 and a 0.5 increase in June last year. Last month's figures brought Spain's accumulated inflation for the first half of the year to 2.5 per cent and annualised inflation to 6.5 per cent, barely one point above the European Community average.

The figures come against a background of high domestic interest rates, which have pushed the peseta to the top of its 6 per cent fluctuation band in the Exchange Rate Mechanism (ERM) of the European monetary system. The peseta entered the ERM in June last year at a central rate of 166.64 pesetas to the dollar and is currently trading at 166.1.

Reacting to rising concern about the currency, Mr Carlos Solchaga, the Economy and Finance Minister, was quoted earlier this week as saying that "if the pressures on, and the strength of, the peseta continue much longer we could find ourselves obliged to consider whether the interest rate should be lower."

If the present base interest rate of 14.65 per cent is maintained by the monetary authorities, real interest rates in Spain, as a result of lowered inflation, will be about three points higher than in West Germany.

The pressure to lower interest rates is likely to increase as the market expects a continued good inflation performance in the short term. Analysts forecast that consumer prices will rise this month by not more than 1.1 per cent against a 1.5 per cent rise in July last year.

The authorities remain extremely cautious, however, over a significant drop in interest rates. Officials at the Bank of Spain stress that, in the absence of any firm fiscal measures by the Government, monetary policy remains virtually the sole weapon being used to cool the economy.

Soviet Union to reduce oil exports

THE SOVIET Union will supply Hungary with 180,000 tonnes of oil this year, but has contracted to supply the central European state in July according to the state MTI news agency, AP reports from Budapest.

The agency said the Soviet Union had originally agreed to supply 540,000 tonnes of oil to Hungary, but had contracted to supply the central European state in July according to the state MTI news agency, AP reports from Budapest.

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Pöhl calls for rapid E German action to boost competition

By Andrew Fisher in East Berlin

MR KARL OTTO PÖHL, president of the West German Bundesbank, yesterday stressed the need for rapid changes in the East German economy to promote competition and provide jobs.

"Radical structural change in the East German economy as soon as possible is absolutely unavoidable if there is not to be a high volume of unemployment," he said, after the central bank's first council meeting in East Berlin.

While expressing satisfaction at the relative smoothness with which the D-Mark had been introduced into East Germany, Mr Pöhl said it was inconceivable that uneconomic jobs in East Germany should be financed over the long term by West German tax revenues.

"The real problem is the profitability of the competitive economy of the East German economy. As everyone knows, companies are often producing the wrong products for the wrong markets and costs, which are out of line with market levels."

This issue was at the centre of the central bank council's discussions yesterday involving Mr Lothar de Maizière, the East German Prime Minister, Mr Theo Waigel, the West German Finance Minister, and Mr Walter Romberg, his East German counterpart. Mr Pöhl said this central economic question went beyond the provision of liquidity for consumers and companies, for which the Bundesbank is now responsible in both Germanys.

East Germany had to create the conditions under which companies from West Germany, western Europe, the US, Japan and elsewhere would invest there, Mr Pöhl said. He expressed confidence that the necessary investments would take place, but his statements seemed designed to edge the East German government towards faster, more far-reaching economic action.

He pointed to the East German retail sector as one where the free market had not been able to penetrate properly. Asked if East Germany was in danger of keeping too much interventionism and regulation, Mr Claus Köhler, a Bundesbank director, said: "Cur-



Mr Pöhl (left) with Prime Minister Lothar de Maizière at yesterday's Bundesbank meeting in East Berlin

rency union only occurred 12 days ago." This had followed 40 years under the old system. "You can't pass judgment on people who have been used to a planned economy for 40 years. The process needs patience."

Describing implementation of currency union, Mr Pöhl said it had been achieved with less friction than expected. The Bundesbank had sent DM25bn (\$8.4bn) in cash into East Germany. Less than half of this had been withdrawn. People were mostly being sensible with their new D-Marks.

He repeated earlier assurances that price stability could be preserved in both Germanys, though he was concerned about some recent wage deals in West Germany and

price trends in construction, partly aggravated by too much subsidising of home-building in West Germany.

Mr Pöhl also said that East German wage negotiators seeking high settlements should be aware that they were also influencing employment levels.

The competitiveness of East German companies depends to a large extent on the size of wage costs.

West German banks are reluctant to lend to East German companies, currently struggling with liquidity problems, according to a survey by the Handelsblat newspaper. The banks say it is too early to judge companies' survival prospects and immediate aid should come mainly from the public sector.

Red Army chief denies coup claim

By Leyla Boulton in Moscow

A RADICAL Soviet general yesterday dismissed speculation of a possible military coup, saying that the army "from top to bottom" backed President Mikhail Gorbachev.

Colonel-General Dimitri Volkogonov, a historian and deputy leader of the Russian parliament, said the armed forces had "no putschist traditions."

"This is not Latin America," he told a news conference. "Sometimes higher-ranking officers express conservative opinions, but that is their personal point of view."

The general was referring to a strong warning earlier this month by 47 prominent politicians, scientists and army officers of a potential military dictatorship.

"The army most of all is worried about social welfare," said the general, who is the most senior supporter in uniform of Mr Boris Yeltsin, the Russian President.

His remarks coincided with an angry letter from 83 military figures from across the political spectrum complaining about the coup warning and calling for better living conditions.

"The Army needs to be protected from moral and psychological pressures from those who try to present the army as the main threat to democracy," said the letter, published yesterday by Red Star, the army newspaper.

Delors plans Moscow trip to discuss EC aid

Mr Jacques Delors will next week make his first visit to Moscow as European Commission president, writes David Suchan in Brussels. He will discuss with Soviet leaders how the EC can help their economic reforms.

The west has launched two studies of how it might aid the Soviet Union, one of them co-ordinated by the Commission and the other under the aegis of the International Monetary Fund. But the EC is working to a tighter deadline. Member states have instructed their Brussels executive to produce proposals by late October, while this week's Houston summit calls for completion of the IMF-led study by the end of the year.

Since none of the international economic organisations now probing the Soviet economy has Moscow as a member, they are all short of expertise on the Soviet economy. In its scramble for such expertise, the Commission is hoping to find academic experts on the Soviet economy that it can sign up to work this summer.

While the shape of any EC aid package is hazy in the early stages, some experts suggest that one element could be to speed up the removal of EC quotas on Soviet goods.

Armenian militants killed three people and wounded 24 when they ambushed a convoy in the disputed territory of Nagorno-Karabakh in the Caucasus, Reuters reports from Moscow.

Italy to use EC presidency to lead move for federal Europe

By Tim Dickson in Strasbourg

MR Gianni De Michelis, Italy's Foreign Minister, yesterday promised that his country's presidency of the EC would be marked by a major shift towards a federal Europe.

In a speech on Italy's ambitions for its six month tenure in the chair, he told MEPs in Strasbourg that Italians "by tradition and profound conviction, are partisans of the Federal model," and "would make every effort to assure that the greatest degree of sovereignty is shifted towards the Community institutions."

His generally upbeat assessment of the task ahead - which will witness the start of key inter-governmental conferences in December on Economic and Monetary Union

(EMU) and on political union - included a commitment that Italy will bring forward a draft treaty amendment in time for the conference on EMU - "where preparations are well advanced."

Mr De Michelis added that it was his intention to produce what he described as "a kind of Delors report on monetary union" to help the gathering debate on institutional reform. Illustrating his enthusiasm for more powers to be ceded to EC institutions, Mr De Michelis said it was important to increase the EC's efficiency, and that this "raises the question of introducing majority voting in the Council of Ministers as a general rule," as well as bolstering the enforcement

powers of the European Commission and other institutions such as the Court of Auditors and the Court of Justice.

In an earlier reference likely to irritate the British Government - he specifically supported majority voting on social questions, which currently have to be adopted unanimously.

Mr De Michelis will have pleased his audience with his reference to the European Parliament as the "natural guardian of legitimate democracy."

Mr Jacques Delors, however, addressing MEPs late yesterday afternoon, notably refused to comment on the sensitive issue of strengthened powers for the Strasbourg assembly.

Romania struggles to step up pace of reform as output and exports fall

By Judy Dempsey

A SHARP reminder of the need for Romania to speed up economic reforms came yesterday with the publication of industrial production figures for the past six months which showed consistent falls in output and exports.

Mr Petre Roman, the Prime Minister who was sworn in last month, told cabinet that the government would be forced to end subsidies and rely more on initiative and competition to revive the economy.

The economy, which was one of the most highly centralised in eastern Europe until Mr Nicolae Ceausescu, the former President, was ousted from power in a bloody revolution last December, has failed to

improve in any area.

During the first six months, industrial production fell by more than 15 per cent and output was worth 532bn lei (\$150m) compared to 656bn lei (\$197m) over the same period last year. Imports, consisting mostly of crude oil and food, rose 48 per cent in the first six months of 1990, while exports fell 43 per cent.

When the first-quarterly figures were published, the ruling National Salvation Front blamed the sharp fall in industrial production on the dislocation caused by the revolution.

The NSF, which was catapulted into power following the overthrow of the Ceausescu regime and which won a landslide victory in the elections, remained reluctant to introduce any structural reforms.

Instead, it concentrated on providing the population with heating, electricity and food which was severely rationed during the 1980s.

Last month, when Mr Roman formed a cabinet dominated by the NSF, he promised to introduce radical reforms.

The first tentative stages were made on Wednesday when the government lifted subsidies on crude oil, doubled the price of petrol, and increased the prices on luxury goods, newspapers, books and mineral water.

Immigration set to meet OECD labour needs

By Ian Davidson in Paris

IMMIGRATION is likely to be an important source of labour supply in industrialised countries, offsetting the projected slow-down in the growth of the indigenous working population, according to the Organisation for Economic Co-operation and Development.

In its annual Employment Outlook, the OECD says that employment in the industrialised countries continued to grow strongly last year but is expected to expand more slowly this year and next, in line with the projected easing in output growth.

As a result, unemployment in the OECD area, which declined last year for the sixth year running, is likely to level off this year and may even increase slightly in 1991.

Despite the decline, the current average unemployment rate of 6.4 per cent of the labour force remains high by historic standards. But since many member countries are operating at demand levels close to or even above potential output, the OECD argues that there is little scope for tackling the unemployment problem through increases in aggregate demand.

The answer, it says, lies mainly in structural adjustment, including improved training and skill development.

One important change is that the young population (aged 15-24), which was growing in most OECD countries during the first half of the 1980s, is now declining in the area as a whole by about 0.7 per cent a year.

Expanding OECD economies have thus been faced with a population of working age whose growth has slowed considerably, and with a declining young population.

With this situation expected to continue over the next decade, the OECD comments: "Immigration remains a potential source of labour force growth in many countries, and with recent developments in eastern Europe, this will be of special importance for 'front-line' countries such as Austria, Finland and Germany."

It also tentatively suggests that the industrialised economies may respond to tightening labour markets by higher productivity, greater participation rates for women, and perhaps by reversing the trend to early retirement.

Greek hope for full EMS entry

GREECE WILL become a full member of the European Monetary System in 1993 if new government fiscal measures pay off, Mr Dimitris Halikias, the central bank governor, said yesterday, AP reports from Athens.

"If the situation develops in line with the Government's three-year plan then Greece will be in a position to join the EMS fixed exchange rate mechanism in 1993," he said.

The Government's three-year economic programme aims for single-digit inflation by 1993 and a public sector borrowing requirement representing less than 10 per cent of gross domestic product.

Inflation reached 21.7 per cent in June. The public sector borrowing requirement for 1989 was 18.1 per cent of GDP, or Dr1.6 trillion (\$5.6bn).

Greece participates in the EMS pool of reserves for settling payments imbalance. But its precarious economy has stalled its entry into the exchange rate mechanism parity grid, which stabilises the exchange rates of member countries.

Border treaty issue raises Bonn hackles

BONN politicians yesterday angrily rejected Warsaw's attempt to block full sovereignty for a united Germany until the new state recognises the Oder-Neisse border with Poland, Reuters reports.

"I feel not only disappointed but also deceived by Poland," said Mr Othfried Hennig, parliamentary state secretary in Bonn's Ministry for Inner-German Affairs.

Mr Karl-Heinz Hornhues, deputy leader of Chancellor Helmut Kohl's Christian Democrats, described Poland's stance as "disturbing," and said it should "consider and correct" it.

Warsaw is to present its view to international talks on German unification in Paris next Tuesday.

Final reading begins for Polish privatisation law

By Christopher Bobinski in Warsaw

MR LESZEK BALCEROWICZ, Poland's deputy prime minister, told parliament yesterday that the country's economy was at a turning point as the final reading began of the draft privatisation law.

He said: "This legislation will help make our economy efficient and able to develop," and added that sales of state sector enterprises would have to be carried through "more quickly than anywhere else."

The new laws, backed by a Ministry of Property Transfer, will allow state-owned companies to be transformed into joint stock enterprises which can then sell their shares on the open market within two years.

The companies will remain under state control but one third of the board of directors will be elected by the employees.

The law, which has been in committee stage for three months, was frequently criticised on one point: too much power over the process of privatisation was vested in the Government at the expense of parliament which would only have the right to map out the "general directions" of the privatisation process once a year.

Under the draft law, 10 per cent of the value of share issue can be sold to foreign investors without any special permits. However, remittances of profits will continue to be regulated by strict foreign investment laws.

anti-trust authorities, such as the General Agreement on Tariffs and Trade and the European Commission, in shaping industry rules.

Mr Staple said that markets and regulatory pressures in the early 1990s were likely to pose a challenge for established international telephone companies.

The issue of restrictions on private circuits was picked up by other speakers. Mr John Wislawa, chief executive for business communications at Electronic Data Systems, said that deregulation, particularly in the UK, was removing the barriers which previously hampered private networks.

Nevertheless, he felt that "international telecom

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munications are still in an evolutionary backward."

Mr Derek Nicholas, vice president for international telecommunications at Citibank, said working conditions and tariff constraints represented a barrier to the effective use of

public telecommunications networks "for the delivery of global business products."

Mr Hermann Neus, telecom communications manager for IBM Germany, spoke of the desperate need for facilities in East Germany. Although the East's population was a third of West Germany's, the number of telephones was only 6 per cent of that in West Germany.

"Nothing could better demonstrate the weaknesses of a central planning economy lacking the incentives of a free market," he said.

Mr Neus said the West German Government planned to invest \$30bn in East German telecommunications between now and 1997. However,

businesses would still need to provide their own telecommunications links if they were to get a good service quickly.

He highlighted satellite communications as an attractive means of doing this.

Mr Keith Blacker, co-ordinator for electronic data interchange at Lucas Industries, said that EDI (a means of transferring orders and invoices electronically) could make the international trade and payment factor more efficient.

In today's paper world, he said, manufacturers could not be confident of serving their customers in other countries effectively because of different languages, lack of confidence in the mail system and

uncertainty about foreign business procedures. But he said that with EDI, which involved a highly structured form of communication, "uncertainty drops away, distances are no longer so important and competitiveness is increased."

Prof Michael Beesley, visiting professor of economics at the London Business School, said more competition was needed in the UK telecommunications market.

Mr Peter Allen, vice chairman of the International Telecommunications Users Group, and Mr Lionel Fleury, general manager of PolyCom, the French information services provider, also spoke.

Europe urged to adopt North American-type phone numbering

By Hugo Dixon

EUROPE SHOULD adopt a unified telephone numbering scheme, like the one already in use in North America, a leading representative of telecommunications users said yesterday.

Mr Jean-François Berry, president of the French Telephone Users Association, put forward the plan during the second day of the Financial Times Conference on European Telecommunications in London. It would mean that people would dial the same number to make a call, irrespective of where they were calling from.

Mr Berry set out a series of other proposals which he believed would break down telecommunications barriers

within Europe to the benefit of business and residential users.

He said payphones should be capable of operating with the coins and telephone credit cards of any country, that there should be uniform procedures for contacting operators and emergency services, and that there should be a European regulatory authority for the industry.

Mr Gregory Staple, a US communications lawyer, told the conference that the four-fold growth in cross-border telephone traffic since 1980 was pushing reform of international call prices and the resale of leased lines to the top of the regulatory agenda.

He also stressed the new importance of trade and

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WORLD TRADE NEWS

Textile groups agree plans to phase out MFA

By Alice Rawsthorn

THE LEADING textile companies in Europe and the US have agreed on proposals for the end of the Multi-Fibre Arrangement (MFA), which include the formation of an international body to regulate the liberalisation of the world textile trade.

Under the proposals, the MFA, the bilateral trading agreement which regulates textiles trade, would be phased out over a period of 15 years after the present agreement expires next summer.

These proposals were formulated at recent meetings in New York and Geneva between representatives of the European and US industries. They are now being circulated to trade officials in Washington and Brussels and at the current Uruguay Round of multilateral trade negotiations in Geneva.

The European industry was represented by ERTAC, the Brussels-based body recently formed by the largest European textile groups. The representatives for the US were American Apparel Manufacturers Association for the clothing industry and the American Textile Manufacturers Institute for the textile producers.

In recent months the large textile companies have become increasingly concerned about the postponement of negotiations on the MFA and textiles until the completion of the controversial Uruguay Round negotiations on agriculture.

The Western companies suggest the MFA should be phased out in five stages each lasting three years. The new international body would decide whether to proceed to the next phase. This means that the body, which would include representatives of the European and US textile industries, would be empowered to veto further liberalisation of the textile trade.

They argue that the phasing-out period is necessary to prepare the international industry for free trade. During this period the developing countries would open up their markets for free trade and the GATT rules against trading abuses would be strengthened.

The Americans and Europeans say they need another 15 years to achieve the levels of competitiveness necessary to operate in a free trading environment. This was the main reason for the introduction of the original MFA after the oil-price crisis in the early 1970s.

During the phasing-out period the present system of MFA import quotas would be replaced by a system of "comprehensive" product quotas. The proposals do not stipulate how these quotas would be defined.

The US Administration recently put forward controversial proposals for global quotas to be introduced after the MFA's expiry. The European industry has objected vehemently to these proposals.

Alcatel and Motorola in patents deal

By William Dawkins in Paris

ALCATEL, the French telecommunications group and Motorola, the US electronics company, have agreed to share each other's patents for the future generation of European digital mobile telephone systems.

The accord, the first of its kind, is a significant step towards removing the risk of a damaging patents conflict in the European mobile telephones industry of the mid-1990s. It reduces the risk of different telecommunications groups proceeding in parallel with conflicting patents and running into rows over intellectual property rights.

Yesterday's agreement means Alcatel and Motorola will license each other's essential patents for the Groupe Spécial Mobile (GSM) standard, due to take effect in the European Community next year. Mobile phones based on digital communications will be of higher quality than analog cellular radio telephones.

Alcatel is already developing a pan-European GSM system with AEG of West Germany and Nokia of Finland. However, the Motorola accord does not tackle the whole problem of patents conflicts, since other electronics groups, also hold GSM patents.

Sweeping away CoCom cobwebs

Nancy Dunne on the rapid turnaround in US export control policy

IN THE "secured" set of offices in the US Commerce Department's Bureau of Export Administration, Elvis, Stela and Elaine stand ready for a surge of telephone calls.

Since the US allies reached agreement in Paris last month, a sweeping liberalisation of export controls is under way. Elvis, Stela and Elaine - the Bureau's voice-automated computer systems - will field the bulk of US exporter queries about new rules and will process with astonishing speed most of the licences still required.

In an office on the floor above, Mr Dennis Klosek, at 35 the youngest under secretary in the US government, helps plot the liberalisation strategy. When US intransigence over licensing reform threatened the continued existence of the Paris-based 17-nation Co-ordinating Committee for Multilateral Export Controls (CoCom), he spearheaded an Administration turnaround last spring that won agreement to:

- Scrap this year 38 of the 118 product categories now covered by multilateral regulations;
- Restructure for multilateral curbs a brand new "core list" of the most sensitive technology products to replace the current control list next year;
- Harmonise - by April

1992 - each government's individual control list and licensing procedures. Mr Klosek says his Bureau "is not about to turn off the lights and lock its doors," although many American businessmen rather wish it would. With the fading of the Soviet military threat, they see little purpose in a complex, time-consuming export-licensing system for dual-use technology.

This sentiment makes the process of harmonising unilateral control regimes vital to Mr Klosek's success. Between now and the end of the year he is embarking on "a significant diplomatic effort" to sway the more reluctant CoCom governments to develop a common standard of security. Otherwise, he foresees friction among the allies with "the emergence of competitive disadvantages for nations that take a more restrictive, comprehensive approach."

His concern is heightened by the creation of the European Community's single market in 1992, when most intra-border controls will be lifted in the EC. There is, he acknowledges, reluctance among some allies to continue controls "either because they don't have the political inclination or their parliaments don't see the necessity."

If, in the end, some CoCom



Klosek: plots new strategy

governments produce minimal control lists and ineffective regulatory procedures, he is prepared to rethink the US position. "When you see the emergence of independent, high technology power centres in Western Europe and the Pacific Basin, you have to be pragmatic," he said.

Mr Klosek exudes a cynical realism. As a young aide to the former US ambassador to Nato, Mr David Abshire, from 1985-87, he was known to take on four-star generals. He is equally unflinching as the Administration's point man in the crossfire between business and national security interests. "One of the great challenges of this job is that, if I please

one constituency in the morning, I'll get an irate phone call from the other in the afternoon," he said. "It requires a certain mental agility and a great sense of humour, if not a little dose of cunning."

Neither his admirers, nor sceptics in the business community, doubt his possession of these qualities. But some detractors complain that the former Harvard and Oxford scholarship student is not burdened by an excess of modesty. But Mr Klosek seems serenely confident that the Bush Administration will back him in the development of a "user-friendly" export regime.

He has budgeted \$1m for counselling services to help the emerging democracies in eastern Europe to establish "safeguard systems" for technology imports which are still to be forbidden to the Soviet Union.

He has also secured a mandate from the National Security Council to develop new proposals for North/South controls to contain the spread of missile technology and nuclear and chemical weapons.

In the meantime, he expects with the help of Elvis, Stela and Elaine, to establish "transparency and accountability" in US export controls. This alone, if it can be achieved, would win him the support of his sceptical constituents in the business community.

Taipei lists China indirect investments

By Peter Wickenden in Taipei

TAIPEI has drawn up a preliminary list of 2,000 product categories eligible for indirect investment in China.

The government is concerned that, if left unregulated, growing Taiwanese investment in China will damage the island's economy. Currently, direct investment in China is banned and there are no rules to govern indirect investment through intermediaries.

The categories include labour-intensive products in which Taiwan industry is no longer competitive, such as unprocessed food, apparel, construction materials, textiles, and shoes. They also include low-technology electrical consumer goods. Investments that threaten Taiwan's economic growth or national security will not be allowed.

The Ministry also decided that in future only investment projects worth more than \$1m will require Taipei's prior approval. Over 1,100 Taiwanese companies have already indirectly invested at least \$1.1bn in projects in China.

Direct trade remains banned, and new rules will restrict export of high-technology goods to China. Violators will be banned from exporting for up to one year. The Cabinet still has to pass the new rules.

Export credit rates to rise, says OECD

By William Dawkins in Paris

OFFICIAL credits for exports from the 24 western industrialised nations to the developing world are to become slightly more expensive from July 15.

The Paris-based Organisation for Economic Co-operation and Development (OECD) yesterday signalled that the minimum interest rate for officially-backed export credits on sales to intermediate and relatively poor countries - broadly South East Asia, South America and Africa - will go up by 0.9 of a percentage point.

This is the first rise for a year, and reflects increases in long-term interest rates in the countries participating in the OECD's export credits arrangement. Paradoxically, it comes as western nations are considering debt forgiveness plans for developing countries. However, OECD officials point out that officially backed export credits are not intended as a direct aid tool, even though sales to poorer countries benefit from cheaper rates.

The minimum interest rate on export credits to relatively poor countries, like China, India and sub-Saharan African nations, will rise from 8.3 per cent to 9.2 per cent for loans of all maturities.

For exports to intermediate countries like Brazil, Mexico and South Korea, the minimum rate on loans of two to five years will rise from 9.15 per cent to 10.05 per cent. The rate for export credits of more than five years to intermediate nations have gone up from 9.65 per cent to 10.55 per cent.

The change comes at a time when some export credit agencies, notably Britain's ECDC and France's Coface, are making heavy losses on export insurance. However, the rise in interest rates will not affect the agencies because they only act as agents for their governments, leaving the actual borrowing to commercial banks.

ABB in pact with Poland on second joint venture

By Charles Leadbeater, Industrial Editor

ABB, the Swedish-Swiss engineering group yesterday unveiled plans for its second joint venture in Poland, confirming its position as one of the most active western companies in eastern Europe.

ABB, Europe's largest electrical engineering group, said it had reached a basic agreement with the Polish Government over a joint venture with the Dolmel enterprise. It would establish two joint companies employing 3,300 people, which would come into operation in September.

ABB Dolmel will manufacture turbogenerators, hydro-generators and related services, while Dolmel Drives will make drives and traction motors. The terms of the agreement with Dolmel are likely to be modelled on ABB's first joint venture launched in February with Zamech, the Polish turbine manufacturer. ABB

has a 76 per cent stake in ABB Zamech, the joint venture company, with the Polish Treasury holding 19 per cent and employees 5 per cent.

Mr Goran Lundberg, ABB's executive vice president would not disclose financial details of the Dolmel deal but said ABB would be making a substantial investment in management, technology and production machinery over the next few years.

Mr Lundberg said the ABB Zamech joint venture had developed co-operatively paving the way for a far-reaching restructuring of the company. Both ventures would be run by local managers supported by ABB specialists in financial systems, quality control and manufacturing techniques. Both companies are expected to begin exporting to western European markets served by other parts of the group.

ICL signs marketing deal with US computer group

By Alan Cane

ICL, the information technology arm of STC of the UK, has further cemented its relationship with Sun Microsystems, one of the fastest growing US computer companies.

It has signed a joint marketing agreement with the US company through which Sun will market ICL's DR5 6000 computers, while ICL will market Sun's workstations and file servers.

The arrangement, which will take effect immediately, will apply only to the US. However, ICL expects to extend the agreement worldwide later this year.

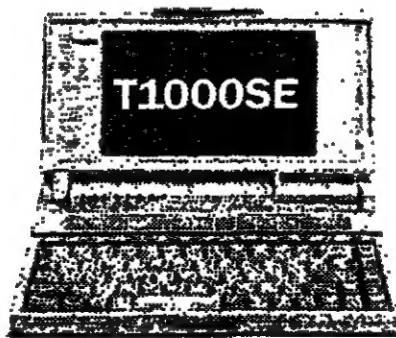
ICL rejected analysts' suggestions that the agreement with Sun was pointing to a much closer relationship with the US company, possibly

involving equity participation. STC has been looking for some months for a partner for ICL, which could provide technological expertise and financial assistance with the huge expenditure on research and development necessary to stay at the forefront of computer technology.

Fujitsu, with which ICL has a long standing technological agreement, has already indicated it would be willing to take an equity share in the company.

Sun said that association with ICL would give it access to markets such as the legal profession and federal agencies where it had no penetration in the US. It would also gain further market acceptance for its Sparc microprocessor design which ICL uses in its DR5 6000.

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AMERICAN NEWS

Venezuelan court seeks to arrest former minister

By Joe Mann in Caracas

A VENEZUELAN court investigating corrupt practices has issued warrants for the arrest of Mr José Ángel Gili-berto, former Interior Minister and acting president of the country, and Mr Blanca Ibáñez, personal secretary of former President Jaime Lusinchi throughout his 1984-89 term of office.

The Public Safeguard Court, set up to investigate misuse of public funds, issued a total of 12 warrants on Wednesday. It also asked the Supreme Court to rule whether there was cause to strip Mr Lusinchi and another politician, Mr Antonio Aranguren, of their Congressional immunity.

The Safeguard Court is reported to believe there is cause to press charges against Mr Lusinchi and Mr Aranguren, who was a state governor during the Lusinchi administration. If the Supreme Court decides there is cause to rescind any Congressional immunity, Congress must then vote on the matter before an

arrest warrant might be issued.

This is the first time in Venezuela's 32 years of democracy that an ex-president elected by popular vote, and an official who was acting president during the chief executive's overseas trips, have faced direct legal action related to corruption charges.

Mr Lusinchi called the court's decision part of a political intrigue aimed at damaging him and his associates. He and others have asserted publicly that they are innocent.

The Safeguard Court's actions were prompted by a purchase by the Lusinchi administration of 65 jeep-type vehicles, then given to members of the governing Democratic Action party.

It is alleged that Mr Lusinchi, his former Minister, and his ex-secretary were responsible for improperly giving away Government property. The case is the hub of efforts to find parties guilty of widespread corruption while Mr Lusinchi was in office.

Strike ends as Managua agrees workers' demands

By Tim Coone in Managua

A TEN-DAY general strike which had paralysed Nicaragua and brought it to the verge of civil war, ended suddenly yesterday, after the Government acceded to a series of key demands by the powerful National Federation of Workers (FNT).

In return for a 43 per cent wage rise, linking of payrolls to the new "gold cordoba" monetary standard, repeal of a privatisation decree affecting state farms, and a guarantee of job security to state employees, the FNT yesterday told its members to return to work and end the occupation of factories and farms.

"Two days' chaos in Managua and widespread armed skirmishes between right-wing gunmen and strikers, which led to over 100 casualties, preceded the negotiated end to the dispute."

Flanked by her entire Cabinet, President Violeta Barrios de Chamorro publicly recognised the key role played by

the police and armed forces in containing the violence and re-establishing law and order.

Both institutions were rebuilt under the former Sandinista Government, and doubts existed when the strike started whether they would remain loyal to her government or side with the striking workers.

General Umberto Ortega, armed forces head, swore his loyalty to the constitution and President Chamorro, but added: "Neither army nor police will ever open fire against the people."

At the height of the crisis, Vice-President Virgilio Godoy had called for violent repression of the strikers, and had independently begun to form "National Salvation Brigades", intending to confront the strikers on their barricades and in their occupied work-places. President Chamorro played this down, saying: "He is free to do as he pleases, but I am President."

US investors 'lose \$1.1bn to international swindlers'

By Janet Bush in New York

SMALL investors in the US were swindled out of \$1.1bn in 1988 and 1989 by a growing number of international investment frauds, according to the North American Securities Administrators Association, which groups state securities regulators.

This was one finding of a study published yesterday and commissioned by a congressional sub-committee which warned that international investment scams are the fastest growing fraud problem faced by state regulators.

The study also concluded that the US response to international fraud was not co-ordinated and that international

swindlers were exploiting this. "The NASAA study findings make it clear that global investing can mean a world of hurt for unwary consumers who place their trust in a stranger thousands of miles away from the other end of a long-distance phone line," said Mr Douglas Mays, Kansas Securities Commissioner and president-elect of NASAA.

He recommended that a joint federal-state inter-agency working group be set up on international financial fraud and that the Securities and Exchange Commission should work with state agencies to set up an international database to track global fraud.

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FT WRITERS EXAMINE RESPONSES TO THE HOUSTON SUMMIT ACROSS THE WORLD

Seven on winning side find consensus

THIS week the Group of Seven leaders looked confident that they are on the winning side. For the Houston summit was a test for the industrial democracies: Could they handle success? With the end of the Cold War era, would underlying economic and political divisions reassert themselves?

In the end, the summit was remarkable for the consensus displayed on how modern economies should be run and on the close links between economic prosperity and democracy with all its trappings, such as free elections, freedom of expression and increased respect for human rights.

It was a sharp contrast to the early summits of the mid-1970s, which were beset by widespread worries about the fundamentals of the western system.

The G7 meetings have graduated from mere economic crisis management - the concern about exchange rates that led to the creation of the summits - to becoming something of a directorate for moving forward on a series of wider issues. Operational questions of interest rates and exchange market intervention are now left to parallel meetings of finance ministers and central bank governors.

Peer group pressure has an effect. Pledges made one year are fulfilled, in part or whole, by the appointed dates.

The leaders have developed a missionary zeal for spreading the G7 lifestyle and policies to other countries. The proselytising aspect of the summits has received a big fillip from recent developments in eastern Europe, the Soviet Union and Latin America.

Houston has also been a reminder that interdependence is not confined to the summit seven and the European Community. This is underlined by the final communiqué sections on the international trading system and the environment. There were references to the Uruguay Round of trade negotiations having "the highest priority on the international economic agenda."

On agriculture, the leaders promised to maintain a high level of personal involvement and to exercise the political leadership necessary to ensure the successful outcome of the negotiations.

But the Group of Seven communiqué indicated more than a "convoy system" where the group moves at the pace of the slowest member.

Peer group pressure has an effect. Pledges made one year are fulfilled, in part or whole, by the appointed dates.

This has been shown by the push to take action on ozone depletion that came from last year's Paris summit and the successful conclusion of last month's London conference on chlorofluorocarbons. Even on carbon dioxide emissions, while there are no firm commitments, there was some progress this year with the recognition that the lack of full scientific certainty is no excuse to postpone action.

The leaders are willing to acknowledge when things are going wrong in their own countries. Mrs Margaret Thatcher was quite blunt on Wednesday in admitting that the UK was less successful than others in controlling inflation.

More generally, the summits provide cover for individual leaders to make concessions with the justification that this is in some wider, collective interest. This involves fudges and compromises, but, as in the case of agriculture this year, it can provide the political momentum to remove blockages in negotiations.

The other striking change is in the balance within the G7. The US is no longer dominant and able to ensure

support, albeit at times reluctant, from Europe and Japan. Mrs Thatcher put it succinctly: "There are three regional groups at this summit - one based on the dollar, one based on the yen, one on the D-Mark."

Not only is Chancellor Helmut Kohl riding high as Europe's most influential leader - and clearly savouring the experience - but Mr Toshiki Kaifu, Japan's Prime Minister, has also been more active than his predecessors.

Some have seen the summit as underlining the development of a multipolar world with countries going their own way - for instance, Japan resuming bilateral lending to China and West Germany providing credits to Moscow.

But the US president remains the single most influential figure - now, though, befitting Mr Bush's style, as a leading partner. That recognition has contributed to the evolution of these annual summits into a central forum for international co-operation across a broad economic and political agenda.

Peter Riddell/Peter Norman

Pressure grows for world farm trade deal

THE US and the Cairns Group of 14 farm-exporting nations

yesterday stepped up the pressure on the European Community to accept the compromise plan put forward by Mr Aart de Zeeuw as the basis for a deal on world farm trade.

The plan was "commended" by the leaders of the seven industrial powers at the Houston Summit.

The EC neither accepted nor rejected the blueprint, when the group negotiating reductions in the \$250bn (£130.6bn) spent annually by governments on assistance to agriculture in three areas - export subsidies, domestic supports and protective border measures.

On the whole, trade negotiators in Geneva reacted to the section on agriculture in the Houston communiqué with muted enthusiasm. The leaders of the seven powers had "commended" the de Zeeuw text instead of instructing their negotiators to accept it.

Mr Joe O'Mara, US farm negotiator, said that in commenting the de Zeeuw text, the leaders of the seven industrialised powers had recognised the need to confirm it as a viable basis for the farm negotiations.

Mr Neil Blawie, Australia's Minister for Trade Negotiations, said the commendation put pressure on the Community to endorse the text. The Cairns Group was encouraged

by the Houston declaration which had given priority to the Uruguay Round and recognised the importance of the farm issue. Australia co-ordinates the Cairns Group.

The 14 members of the Cairns Group had not found it easy to approve the de Zeeuw plan. If any country started to ask for alterations, the plan would unravel, Mr Blawie warned. Mr Rolf Möller, the EC's farm negotiator, gave no hint of EC readiness to accept the plan. He enumerated the enormous difficulties the Community saw in it.

Its provision for larger reductions in export subsidies than in the two other types of support measures was unacceptable. The suggestions on how to curb internal supports incorporated some Community ideas, but the EC could not take 1988 as the base year from which to calculate the reductions; it would lose credit for the cuts it had made on its own account since 1986.

The proposals for handling border protection by converting non-tariff barriers into tariffs and cutting them back to account of the Community's conditions that the reductions should cover deficiency payments and allow for "re-balancing" - the opportunity to increase some duties as others were cut.

William Dullforce

Japanese eager to resume aid to China

A QUEUE of Japanese politicians is forming for the honour of a trip to Peking to give formal notice to China

that a ¥810bn (\$3bn) soft loan package has been unfrozen and that bilateral business can be conducted with little fear of international criticism.

Japanese companies yesterday welcomed the move, and the government is hoping that its role as an advocate of China's interests will assist it in a complex relationship that remains haunted by Japan's brutal wartime treatment of Chinese people.

The low-interest loan package is the third in a series viewed by Peking as de facto war reparations, and was due to be released on April 1. But Tokyo suspended the loans as part of the international reaction against the crushing of the pro-democracy movement in Peking in June last year.

Since March, the Japanese government has been keen to begin lending, and work has continued on assessing projects for funding. However, fear of criticism from the US and especially President George Bush, who has a great personal interest in China policy, had kept the package on hold until the summit.

Japanese Foreign Ministry officials have been assessing a list of projects sent by Peking early this year. A mission was recently sent to China to

inspect sites for proposed loans in areas such as agriculture and energy generation.

"We will discuss the timing of the loans when our Houston delegation returns and, theoretically, we will send a government mission to China. The appraisal work will continue and then the specific pledges

will be made," a Foreign Ministry official said.

Japanese trading houses yesterday were hopeful that the lifting of the suspension would change the international attitude towards doing business with China, but were uncertain that the loan package would produce big contracts.

One trading house said that it was targeting projects in telecommunications and air-

port equipment. But a loan official said Japanese companies in China tended to get less than the 40 per cent of contracts they normally win from untied Japanese aid.

Japan's trade with Peking in the last year has been slowed by international pressure for business restraint and by the austerity drive, which has limited the use of foreign exchange.

Last fiscal year, Japan's total exports to China fell by 25.3 per cent to \$7.48bn (\$4.17bn) while imports from China rose by 8.7 per cent to \$11.17bn. The leading 18 trading houses reported that, in the first three months of this year, their contract value with China was down 49.6 per cent on the equivalent period last year.

Commercial loans by Japanese banks to China are now expected to flow more freely. Several banks have made loans through Hong Kong subsidiaries since last year, and Mitsubishi Trust and Banking Corporation has just approved an aircraft lease-finance package for Peking.

About half of China's \$40bn foreign debt is owed to Japan, but provincial governments want to increase their borrowing from Japanese banks, which, until June 1989, tended to offer the most attractive interest packages.

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A traditional kimono painter in Tokyo draws a caricature on a T-shirt of Prime Minister Toshiki Kaifu in cowboy hat while he was at the Houston summit

Bush seen as winner on farms

WITH the US administration's stake in the Uruguay Round of trade negotiations so high, Congressional elections due in November, and worries about US trade competitiveness on the agenda, the debate over agriculture at the Houston summit was one President George Bush could not afford to lose.

To most of the farm and trade interests watching the summit from Washington, the president emerged a clear winner. He did not prevail in his insistence on a total phase-out of all trade-distorting subsidies and farm programmes, but the stalemate with the EC over the negotiating process is felt in the US to have been broken.

Mr Fred Bergsten, director of the International Institute of Economics, said the communiqué compromise, which called for "substantial progressive reductions in all support and protection" meant both the US and the EC had retreated from extreme positions. The US dropped its insistence on total elimination of supports and the Community agreed to reduce both export subsidies and its farmers through internal supports.

The mainstream farm groups, which have publicly supported US policy but privately fear loss of supports, generally praised the agreement. But the American Soybean Association worried that it created an opening for the EC to provide further protection for oilseeds.

Nancy Dunne

Japan's highest hope has been surpassed

THE Houston summit's outcome has surpassed Japan's highest expectations. Japanese officials, politicians, businessmen and commentators are delighted with how they believe Japan asserted itself at the meeting of western world leaders.

They feel that, for the first time in 16 summits, Japan had the courage to maintain an independent line and the strength to insist its differences of view on China and the Soviet Union were reflected in the joint declarations signed by the seven leaders.

Other countries may feel Japan is exaggerating its achievements. They may say their leaders agreed to disagree with Japan and avoided airing their differences in public. Japan's gains are, after all, contained in a couple of vaguely-worded paragraphs in the communiqué.

But for Tokyo, Houston marks a break with previous summits when all that Japanese leaders were expected to bring was a pile of presents. Mr Misoji Sakamoto, Chief Cabinet Secretary, said Houston was "historic". Mr Kazuo Aichi, director-general of the ruling Liberal Democratic Party's international affairs office, said: "I was impressed with Japan's presence at the summit. I felt a new age was opening up for us."

Some commentators acknowledged the reason Mr Toshiki Kaifu, Japan's prime minister, was able to influence the summit as much as he did was the support from President Bush and Mr James

Baker, US Secretary of State. In Japanese eyes, Mr Kaifu's biggest achievement was to secure, in the final communiqué, a reference to Japan's claim to islands seized by the Soviet Union at the end of World War II.

Mr Baker said the leaders supported "early resolution of the issue" as essential to normalising Japanese-Soviet relations. Japanese commentators said this was the first reference to the islands in a multilateral statement of any kind. Yomiuri Shimbun, a leading daily, called it "epoch-making in Japanese diplomacy", though it fell far short of expressing outright support for Japan's claim.

Japan said it intended soon to resume loans to Peking, even though it was party to a summit agreement last year to impose economic sanctions in the wake of the Tiananmen Square crackdown. Not only did Japan persuade other Group of Seven countries to refrain from criticising its decision, it successfully urged them to include in this year's communiqué a reference to a need to "respond to further positive developments in China". Japanese newspapers made much of this oblique comment on Tokyo's plans.

On trade, Japan persuaded other countries to avoid referring directly to its policy of banning rice imports, but Mr Hirohisa Tanaka, agriculture vice-minister, said the talks had failed to progress towards cutting farm protectionism.

Stefan Wagstyl

Brussels chalks up victory on farm reform

THE feeling in Brussels after the Houston summit - exemplified by a relaxed-looking Mr Ray MacSharry, EC's Agriculture Commissioner, who pronounced himself pleased with the Houston text - is that US attempts to force the pace on farm trade reforms have been headed off.

The objective of "substantial, progressive reductions in support and protection for agriculture" is felt to be consistent with the Community's position. EC officials note with satisfaction that there is no reference to Washington's persistent call for complete dismantling of farm subsidies - a position never taken seriously in Brussels - and that the EC's assistance on a "global" approach to internal support, export subsidies and import protection has been upheld.

Indeed the Commission insisted yesterday that the EC had made no concessions to the US on export subsidies. Agricultural support that had not already been made more than a year ago in the Mid-Term Review of the Gatt negotiations.

Ministers of the 12 EC states are likely to stand by the Houston declaration on agriculture, Community diplomats said yesterday, even though only the four EC largest states and the European Commission attending the summit are formally committed to its communiqué.

The chief reason for this is West Germany, France, Britain and Italy - the big four who go to Western economic summits - happen to span almost the range of Community views about agricultural reform.

Referring to US efforts to single out export subsidies for special attention, Mr MacSharry claimed that abolishing them would land the Community with a \$500bn to \$600bn (\$250bn to \$300bn) bill for food surplus destruction, or would put 3m to 4m of the Community's 12m farmers out of business.

He insisted that export subsidies would be reduced anyway as internal EC support for farmers and import tariffs ultimately came down.

There are three reasons why liberals should pause before assuming that the Houston summit represents the decisive turning point.

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INTERNATIONAL NEWS

Nigerian economy grows more reliant on oil sector

By William Keeling in Lagos

THE NIGERIAN economy is becoming ever more reliant on its oil sector despite efforts to boost non-oil exports, according to figures recently released by the country's central bank.

The bank's 1989 annual report discloses that non-oil exports fell from \$720m in 1988 to just \$307.5m, despite efforts to diversify.

The report also highlights some of the difficulties faced by the private sector. The government of President Ibrahim Babangida adopted a programme of structural adjustment in 1985 but the new figures show that the private sector is finding it difficult to benefit from the increasingly liberalised economy.

Bank credit to the sector increased just 3.5 per cent in a year when money supply grew 21.5 per cent and inflation was officially recorded at 40.9 per cent.

Companies were also hit by high interest rates which "shot up to unprecedented levels in the second half of the year." The report quotes lending rates as reaching 25 per cent by September 1989, but by the year's end they had breached 30 per cent.

Manufacturing output is said to have increased 2.3 per cent with capacity utilisation standing at 42.4 per cent. The latter figure is contested by the Manufacturers' Association of Nigeria which puts capacity utilisation at 30 per cent by the



Babangida: reforms hampered end of last year.

Although gross domestic product grew by 4 per cent, this was mainly due to clement weather conditions which resulted in agricultural growth of 6.1 per cent.

High interest rates forced many companies to the stock exchange in order to raise working capital. There were 128 new issues in 1989 which raised N1.627bn (\$2.89bn), compared to 12 issues the preceding year.

The poor performance of the private sector was offset by improvements in the oil sector which accounted for 95 per cent of foreign exchange earnings.

The price of Nigerian crude on the world market rose during the year from under \$15 a

barrel to \$17.6 a barrel and actual production increased 18.3 per cent over 1988 to an annual total of 636.45m barrels. As a result, total foreign exchange receipts amounted to \$7.65bn, an 18.1 per cent rise over 1988.

But similar improvements are unlikely in 1990. In March the oil ministry announced that a 10 per cent cut in production was needed to keep within its Opec quota.

Since then, the price has continued to fall and the Government is thought to be having trouble keeping within its budget deficit targets. Last year the deficit reached N15.3bn.

On a positive note, the Government increased its foreign currency reserves, now standing at more than \$2bn, or approximately six months' imports.

The increase is believed to have been in line with a World Bank agreement signed last year and is seen by many analysts as a sign of the Government's determination to abide by adjustment policy.

Servicing Nigeria's \$32bn external debt accounted for one-third of foreign exchange earnings and with new aid of \$1.2bn from the World Bank and \$0.8bn from the African Development Bank, Nigeria was a net exporter of capital in 1989 to the tune of \$1.1bn. New direct foreign investment in 1989 amounted to only \$188.5m.

Protesters clash with riot police

By William Keeling in Lagos

DEMONSTRATORS clashed with riot police in Lagos on Wednesday after the announcement, a week ago, that Maroko, a shanty town of 250,000 people, is to be demolished.

Witnesses said up to 30 arrests were made as police fired tear gas on protesters.

According to the residents, violence erupted after police turned back a delegation wanting to ask Col Rafi Rasaki, the Governor of Lagos State, to visit the town.

Up to 1,000 people then tried to march to the seat of Government, Dodan Barracks, with a letter for President Ibrahim

Babangida. Riot police intervened to stop them.

The decision to demolish the shanty town was announced last Friday and followed 14 days of almost continuous rain in which many areas of Lagos were flooded.

Maroko was one of the worst affected and Col Rasaki said the enforced removal of the people was necessary for their own welfare. He said new land would be provided.

The residents are concerned that the relocation contingency plans are inadequate.

It is also unclear what plans have been made to relocate the

schools, churches, banks and hospital clinics.

In the letter intended for the President the residents said they considered the decision to demolish the town was taken to allow "interested land speculators... to acquire this land for their own use."

Maroko is alongside an emerging residential area where leading businessmen and politicians are thought to have property interests. Observers agree that, if reclaimed, the land at present occupied by the shanty town would be attractive for residential and business development.

Tokyo's new political fixer restores LDP fortunes

Stefan Wagstyl examines the career of Ichiro Ozawa, the ruling party's rising star

WHEN Japan's ruling Liberal Democratic Party needed to restore relations with big business in the wake of the Recruit scandal, Mr Ichiro Ozawa was entrusted with this ultra-sensitive task. When American and Japanese trade negotiators ran into trouble in recent talks over the Structural Impediments Initiative, it was Mr Ozawa who banged heads together on the Japanese side.

At the age of 48, Mr Ozawa is the youngest of a new generation of Japanese politicians who have made a name for themselves since the Recruit affair damaged or destroyed the reputations of some of their elders.

The undoubted champion among so-called "new leaders", Mr Ozawa grins at the suggestion that he might one day become prime minister. "The party has so many capable people. There's no room for me," he said in an interview.

His aides laughed. Few MPs doubt for a moment that Mr Ozawa harbours the highest

ambitions. However, they respect the way he sticks to the daily grind of the LDP - the committee meetings, the receptions, the sounding out of opinions and the incessant need to raise money.

Over the past year, Mr Toshiki Kaifu, the Prime Minister, has won much of the public credit for rebuilding the LDP's fortunes. But most of the party's own tributes have gone to Mr Ozawa.

Mr Ozawa's work has been to persuade businessmen to resume political donations and, with the help of large dollops of campaign money, to restore the morale of MPs.

He cultivates the aura of a machine politician, proud of his ability to smoke, drink and talk until the early hours. But he is more sophisticated than he makes out. An economics graduate of prestigious Keio University, he also has a post-graduate degree.

Mr Ozawa is the archetypal fixer - the latest in a long line who have influenced Japanese

politics since the war. His father was a cabinet minister in the late 1940s and early 1950s with a talent for securing public works projects for favoured districts.

Mr Ozawa's first job in politics was as an aide to Mr Kakuei Tanaka, the former prime minister who was involved in the Lockheed bribery scandal.

After Mr Tanaka's demise, Mr Ozawa deftly switched his allegiance to Mr Tanaka's lieutenant, Mr Noboru Takeshita.

Following Mr Takeshita's resignation over Recruit, Mr Ozawa distanced himself from his mentor and edged closer to Mr Shin Kanemaru, a former deputy prime minister who has forced Mr Takeshita to share with him control of the faction.

Mr Ozawa has not quite played one boss off against the other but he will one day be perfectly placed to do so.

Where his vision of the future is long on vague promises it is short on specifics. This is not because of a want of understanding - Mr Ozawa



Ozawa: a banger of heads

shows a good grasp of detail - but because of an instinctive reluctance to commit himself prematurely.

For instance, he falls short of following Mr Kaifu in staking his future on the contentious issue of electoral reform. "The prime minister has said he will do it, so who am I to argue?" he says with a smile. On rice

imports, Mr Ozawa, who represents a farming constituency, says he is opposed to liberalisation which would "undermine the spiritual and cultural aspects" of life.

Mr Ozawa skillfully follows this remark with a sharp attack on US and European farm policy, saying Japan has recently done more than other countries to open its food markets to imports. Finally, he leaves open an escape route from an apparently entrenched position: he says it is "difficult to refuse" US criticism of the Japanese position that rice alone should be excluded from the GATT talks.

As for foreign affairs, Mr Ozawa's views are also strictly orthodox. He believes in an "international partnership" with the US.

Mr Ozawa has not manoeuvred himself into the core of Japanese politics by being a radical. And he is unlikely now to risk his pole position among the "new leaders" by straying too far from the centre.

Indian government faces fresh crisis

By K.K. Sharma in New Delhi

BARELY seven weeks after he resigned as chief minister of the north-western Indian state of Haryana following violence and charges of rigging of a by-election, Mr Om Prakash Chautala yesterday took office again in the same post.

The move could lead to fresh squabbles in Mr V.P. Singh's faction-ridden Janata Dal. Mr Chautala is the controversial son of Mr Devi Lal, deputy prime minister in Mr Singh's National Front government.

He was forced to resign six weeks ago after a fierce attack on him from within the Janata

Dal because of his role in the Meham by-election where polling was annulled twice following widespread violence and charges of vote rigging.

Mr Singh's government is likely to come under further pressure over the Chautala affair, with Mr Devi Lal openly defying Mr Singh's opposition to dynastic rule in Haryana. Mr Chautala succeeded his father as chief minister when Mr Devi Lal became deputy prime minister.

A spokesman of Mr Rajiv Gandhi's Congress party, commenting on Mr Chautala's

reappointment, said: "Mr V.P. Singh will stoop to any level to protect the only thing he is interested in - his own chair."

Mr Singh and his deputy were reported to have patched up their difference over Mr Chautala. It had been agreed that Mr Devi Lal's son should become general-secretary of the Janata Dal. But when it was announced yesterday that Mr Chautala had been merely appointed as one of the six general-secretaries of the party, Mr Devi Lal gave instructions that his son should return to office in Haryana.

Wives of Kenyan detainees appeal for Mandela's help

THE WIVES of several lawyers and government critics of President Daniel arap Moi's one-party rule yesterday appealed to Mr Nelson Mandela to help secure their husbands' freedom, Julian Ozuwa writes from Nairobi.

At the same time five prominent younger generation leaders, including the son of former President Jomo Kenyatta and the son of Mr Tom Mboya, a prominent post-independence politician who was assassinated in 1969, called on the "elders" to open dialogue and not to resort to detention without

trial and police harassment. The US announced yesterday that Mr Gibson Kanuu Kuria, a prominent human rights lawyer who had sought refuge in its Nairobi embassy, had flown out of the country.

Mr Mandela, who arrived in Kenya on Wednesday suffering from mild pneumonia, is to speak at a mass rally today.

Meanwhile, it was reported that police had detained at least five more political critics, including Mr George Anyona, a prominent trade unionist and founder member of Kenya's last opposition party.

Airline strikers challenge New Delhi

MEMBERS of six main unions at Indian Airlines, the Government-owned domestic carrier, yesterday threatened to intensify their strike action if the Government did not withdraw its permission to Vayudoot, a regional airline, to operate trunk routes and also to private companies to operate air taxis, K.K. Sharma writes.

The threat came when the leaders of the unions, includ-

ing the powerful Indian Commercial Pilots' Association, claimed complete success in their call for a 24-hour strike by the airline's employees. Only about 30 of yesterday's 240 scheduled flights were operated.

They were flown by executive pilots who are not members of the association.

The 24-hour strike caused further financial damage to

Indian Airlines which has suffered heavy losses because of the five-month-long grounding of its Airbus-320 fleet after a crash in Bangalore in February. The fleet is to resume operations in phases from next week.

Mr Mohammed Khan, Minister for Civil Aviation, has rejected the demand of the striking employees, saying Indian Airlines "needs competition".

Swede executed in Baghdad

SWEDEN recalled its ambassador from Iraq yesterday after Baghdad, ignoring appeals for clemency, hanged an Iraqi-born Swedish citizen accused of spying for Israel, Reuters reports.

The Swedish Foreign Minister, Mr Sten Andersson, said Sweden strongly condemned the execution of Mr Jalil Mehdi al-Neamy, accused by Iraq of spying on Palestinians

on behalf of the Israeli intelligence service, Mossad.

Mr Andersson said Mr Neamy, a naturalised Swede since 1985, was hanged on Wednesday.

Mr Neamy had admitted working for Mossad during questioning and at his trial, and had not retracted the admission when talking to Swedish diplomats, said Mr Andersson.

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'Blunder' brings a simmering mistrust back to the boil

By David Marsh in Bonn

TWO recent incidents highlight a simmering mistrust towards Germany at the highest level in at least one segment of the British Government.

Mrs Margaret Thatcher told a former German ambassador over dinner: "You need another 40 years before we can forget what you have done."

She made the remark at St Catherine's College, Cambridge, on March 25 during commemoration of 40 years of Anglo-German co-operation at the Königswinter conferences held alternately in Cambridge and Königswinter.

An adviser to Mr Kohl said Mr Ridley had made himself laughable. "The most serious thing is that people will think Ridley is saying out loud what Mrs Thatcher thinks only in the stillness of her closet."

The interview, despite Mr Ridley's retraction, damages Anglo-German relations in several ways.

It reinforces the impression that Britain is unhappy with the size and weight of a united Germany.

The remarks by a minister at the centre of Britain's European policy-making cast doubts on the sincerity of the UK's recent greater Euro-mindedness.

Finally, Mr Ridley's remarks, following a spate of bad publicity in Germany about aspects of UK life ranging from football hooliganism to bovine health, have harmed Britain's image in Germany.

Mr Thomas Kießling, editor of the liberal Bonn weekly Rheinischer Merkur, a commentator on Anglo-German relations, said yesterday: "This was bar-room talk. We have always held British diplomacy in high esteem. Britain is seen as a model of gamesmanship, of craftsmanship. But this was not cricket. It was unfair, shameful, and incorrect - a colossal blunder."



Mr Nicholas Ridley: a loose canon

MPs told of Minister's remarks offend and 'discredit' an economic community founded on co-operation

Anger in European capitals at Ridley

By Robert Mauthner, Diplomatic Correspondent

By Ivor Owen, Parliamentary Correspondent

MRS Margaret Thatcher, the UK Prime Minister, yesterday underlined the need for caution in offering economic assistance to the Soviet Union by stressing that her existing debt already totalled \$45bn.

Reporting to the House of Commons on the outcome of the Houston economic summit the Prime Minister warned against any action which served only to stimulate a short term consumer boom in Moscow and other centres, and insisted any extra loans which the UK provided should be for specifically targeted purposes.

Mrs Thatcher also stressed that the Soviet Union was still able to draw on a \$800m line of credit from British banks - with cover from the Export Guarantees Department to secure goods and services.

Her emphasis on ensuring that the west did not provide "an oxygen test" for a survival of much of the old system in the Soviet Union was challenged by Mr Neil Kinnock, the opposition Labour leader.

To Labour cheers, Mr Kinnock argued that economic aid for the Soviet Union which was properly used offered what was probably the best means of "taking off the old order once and for all".

Mrs Thatcher urged the House to bear in mind that any help Britain could offer would be "comparatively small" in relation to the size of the Soviet Union with its population of 280m.

She maintained that the right approach was to wait the analysis to be carried out by the International Monetary Fund, and then seek to ensure that the resulting aid was carefully targeted.

Sir David Steel, foreign affairs spokesman for the Liberal Democrats, complained that the Prime Minister had sounded grudging when discussing aid for the Soviet Union.

He said the price of any support provided had to be balanced against the "very considerable cost" of the west having to defend itself against the Soviet Union.

EUROPEAN politicians yesterday reacted with predictable anger to the remarks by Mr Nicholas Ridley, the Trade and Industry Secretary, on the Germans' desire "to take over the whole of Europe."

In Bonn, outrage was tempered by the view that his statements should not be seen as typical of British opinion.

"Either he was drunk... or he has not been able to get over England's defeat by the Germans in the World Cup," said Count Otto Lamsdorff, leader of the liberal Free Democrats, the junior West German coalition partner.

Mr Lutz Stavenhagen, a senior aide to Mr Helmut Kohl, the West German Chancellor, said the attacks on Mr Kohl were "scandalous." By accusing the Germans of seeking to dominate Europe, Mr Ridley discredited the entire European Community, he said.

Parliament in Strasbourg were even more outspoken in their condemnation. Mr Jean-Pierre

Cot, the French leader of the Socialist Group, described Mr Ridley's remarks as "intolerable," while his German Socialist colleague, Mr Dieter Rogalla said: "In the old days, warships would have left the harbour."

The xenophobia displayed by the Trade and Industry Secretary, in his interview, has upset all those who are promoting European unity. Even a member of a government which is not particularly enthusiastic about unification, is not expected to voice such offensive opinions about another member state.

What has caused particular annoyance is that Mr Ridley's views about the Germans' designs do not appear to be borne out by the facts. Until very recently, West Germany was even widely described as an "economic giant, but a political dwarf," without any ambitions to throw its weight about on the international stage.

Although the prospect of German unification has undoubtedly revived latent

fears of German domination in some countries, Mr Helmut Kohl, the West German Chancellor, has gone out of his way to reassure world opinion that his country is not interested in pursuing nationalist goals.

Throughout the International debate on German unification and the future European security framework, Mr Kohl has stressed that the new country would see itself as being firmly anchored in the European Community and the North Atlantic Treaty Organisation (Nato). Indeed, he has not flinched in his insistence that a unified Germany must remain a member of Nato, even though this has proved to be one of the main stumbling blocks to winning Soviet approval for unification.

Although West Germany has fully supported the creation of a European Monetary Union, its interest in such a system is arguably less than that of France. The French look upon EMU and, particularly, the proposed European Central Bank

as a means of their exercising greater influence on monetary and economic policy in Europe. By contrast, the Germans, already the dominant economic power in Europe, would have to accept a system in which the Bundesbank had to abandon its much-prized independence.

Yet in spite of the Germans' good international record since the Second World War, fears of German intentions still persist in the minds of some people in countries such as France and Holland, occupied by the Nazis during that war.

Even some prominent Germans share this apprehension. The author, Günter Grass, who has come out strongly in favour of a confederation of the two Germanys, rather than unification, wrote: "I prefer union to the unity I have learned to fear."

At Westminster calls to sack Mr Ridley following his comments on Europe were resisted by Mrs Margaret Thatcher, the Prime Minister.

A faux pas fit for an international stage

Philip Stephens, on Nicholas Ridley and the Tory Party's reaction to his comments

EVERYBODY'S days are numbered. The question is what is the number? was a typically laconic remark offered by Mr Nicholas Ridley earlier this year.

After his astonishing outburst about Germany and Europe in *The Spectator* magazine this week, the Trade and Industry Secretary may not have to exercise his formidable intellect to count his remaining days in the Cabinet.

Despite Mr Ridley's withdrawal, the view even among his small band of friends at Westminster yesterday was that he would be extremely, and uncharacteristically, lucky to keep his job until the next general election.

The Prime Minister, surrounded the Cabinet by ministers who do not share many of her more radical instincts, will be reluctant to see such a unrepentant free-market zealot go. The general view at Westminster yesterday was that as long as he remains in his job,

Mrs Thatcher will not be able to dispel the already strong impression that she agrees with much of the substance if not the language of his stance.

Those close to the Secretary of State were not surprised by the thrust of his remarks about the threat posed by a united Germany. Much to the dismay of Mr Douglas Hurd, the Foreign Secretary, he has been saying similar things in private since the beginning of the year.

His relations with several Cabinet colleagues - notably Mr John Major, the Chancellor, and Mr Chris Patten, the Environment Secretary - have also deteriorated rapidly in recent months.

The 61-year-old Trade and Industry Secretary cultivates an air of aloof indifference and has a reputation as a 'loose canon' in the Cabinet. He has long coveted, however, the job of Chancellor of the Exchequer and expected to be offered it when Mr Nigel Lawson

resigned last October. Instead Mr Major got the job, and Mr Ridley was said by colleagues to have been deeply angered.

He has waged what one colleague terms a "guerrilla" war against Mr Major's plans to take up full membership of the European Monetary Union.

He is also said to regard the Government's alternative proposals for Economic and Monetary Union as a useful diversionary tactic rather than a serious attempt to promote closer integration.

But while he prides himself on the sharpness of his intellect and his open disdain for journalists and backbench colleagues, the intemperate language in his latest interview was being seen at Westminster as evidence of both his frustration and naivety.

The basic concern - that Britain must confront the fact that the economic power of a united Germany will during the next few years further enhance its increasingly dom-

inant position in Europe - is shared by many Tory MPs.

Mrs Thatcher, who put serious strain on relations with Bonn by her outspoken opposition last year to speedy unification, shares Mr Ridley's view that an ever more integrated European Community would institutionalise that dominance.

The Industry Secretary has confided to friends that he sees his own role over the next few years as ensuring that the Prime Minister sticks to that view.

Many Conservative MPs also believe that warnings about the threat of German hegemony - albeit better phrased in rather more tactful language - strike a populist chord among their supporters in the country.

Such views, however, mark out a generational gap within the Government. Those like Mr Ridley and Mrs Thatcher with childhood memories of the war and the blitz tend to be far

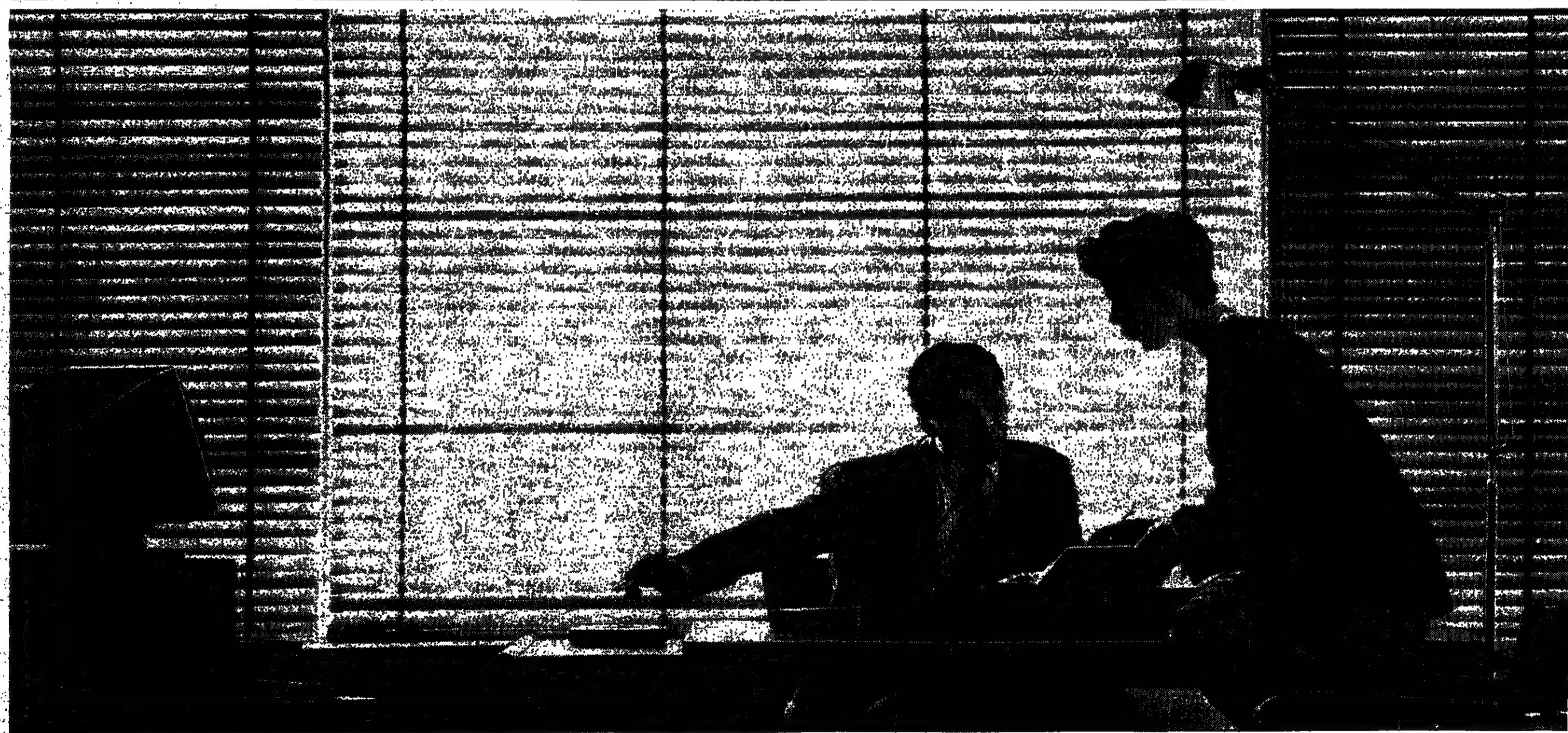
more sensitive to the "German issue" than the younger generation of MPs and ministers.

There is also a more fundamental issue.

While the dedicated federalists in the Cabinet number only a handful, most take the view that a united Germany locked tightly into the European Community and into NATO is far less of a threat than one in a much looser confederation.

Mr Hurd is among the majority who believe also that Britain will have far less influence over the balance of power in Europe in a slow lane of as two-speed Community than in the fast lane.

Some of the Foreign Secretary's colleagues were commenting also yesterday that his attempts to persuade Britain's partners of its commitment to European integration would be decisively undercut if Mr Ridley remained in the Cabinet.



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UK NEWS

Channel tunnel safety criticised after UK deaths

By Diane Summers, Labour Staff

AN INDEPENDENT safety inquiry into construction work on the UK side of the Channel tunnel, following the death of six building workers, has found weak and unco-ordinated safety management on the project.

Pointing to the risk of "catastrophic loss" of life, the Health and Safety Executive yesterday warned contractors that they needed to improve safety controls. If this failed to happen, the contractors would be unable to "reduce their accident potential by any significant amount", according to investigators.

Concern about Channel tunnel safety intensified in May with the death of building worker Mr William Cartman - the sixth man to die on the UK side of the project since the beginning of last year. Unfavourable comparisons have been drawn with the French end of the project where there have been two deaths.

Yesterday Transmanche Link, the contractors, released a summary of findings by the Health and Safety Executive's accident prevention advisory unit, following a safety audit of

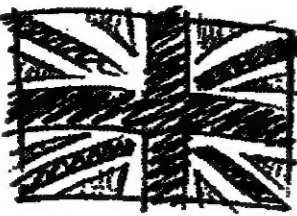
the project. The company said it would be implementing the recommendations, a move welcomed by Mr Michael Howard, Employment Secretary, who said he hoped TML would act as swiftly as possible.

The main criticism in the HSE report was of "an underlying weakness in safety management, particularly in leadership and administration, giving rise to an inadequate safety culture". There was found to be an "absence of active and visible management participation in the safety programme".

Despite these criticisms, investigators said that TML could be compared favourably with other construction operations. However, procedures were "indicative of a large professional organisation that had not fully introduced a comprehensive health and safety management programme".

Safety achievements of TML listed in the document include the introduction of quarterly health and safety seminars; the availability at all times of a well-equipped rescue team; and good protective gear.

BRITAIN IN BRIEF



'Reassuring' action on cow disease

Measures taken by the UK Government to control the so-called "mad cow" disease following the French and West German ban on UK beef imports should reassure consumers that eating beef is safe, according to a committee of MPs.

The Government, however, is urged to adopt several additional measures to monitor the disease - bovine spongiform encephalopathy, or BSE.

The House Commons Agriculture Select Committee says in a report published yesterday that while most scientists appeared to believe that there were too many unknowns to say anything about the disease with absolute certainty, "no evidence had been forthcoming that it did pose a threat to human health."

Rayner to leave retail group

Lord Rayner announced that he will retire as chairman of Marks and Spencer (M&S) and from the board of the retail group next March when he will be 65. He will be succeeded by Mr Richard Greenbury, currently chief executive officer.

He announced his decision at the group's annual meeting yesterday.

Analysts believe Lord Rayner's ambition was to make M&S a truly international retailer. This was the motivation, they say, behind the acquisition of Brooks Brothers and Kings Super Markets in the US in 1988.

The group has operations in the Far East and wants to expand more rapidly in Europe.



Rayner: expansion plan

Optimism in business

British businessmen are more optimistic about the state of the UK economy generally but slightly less optimistic about prospects for their own companies sales and profits, according to the latest bi-monthly survey of business confidence carried out for the Institute of Directors (IOD).

UK companies are continuing to invest more in spite of concern about slackening domestic demand and expectations of rising unemployment, the poll showed.

Meanwhile the rate at which small businesses are being forced to wind up has risen by 78 per cent in the last six months, according to figures released yesterday by Mr Gordon Brown, the opposition Labour Party's spokesman on trade.

Britons reject violent TV

A large majority of Britons think their society is becoming more violent but very few of them think violence on television is a primary cause for the change, according to new research published yesterday.

The first major study of the Broadcasting Standards Council, set up by the Government to monitor the portrayal of sex and violence



Protestant politicians in Northern Ireland yesterday marked the 300th anniversary of the Battle of the Boyne, in which Catholic forces were defeated, by criticising the Dublin Government's "interference" in attempts to decide the political future of the province. Police said there was no trouble as loyalists (picture above), who want to retain links with Britain, paraded through Belfast.

on British television found that only 12 per cent of those questioned blamed television as the main cause of current levels of violence.

Papers join mill venture

The Daily Telegraph and Mirror Group Newspapers are to be partners in a large newspaper mill which Abitibi-Price, the Canadian forest products group, intends to build at Gartcosh near Glasgow.

Abitibi-Price and the two newspaper groups yesterday announced the signing of a

Support for student games

Business leaders in Sheffield, northern England, voiced full support for the troubled World Student Games, which are due to open in the city a year tomorrow, following approval by Sheffield city council of a new plan to make sure the games take place.

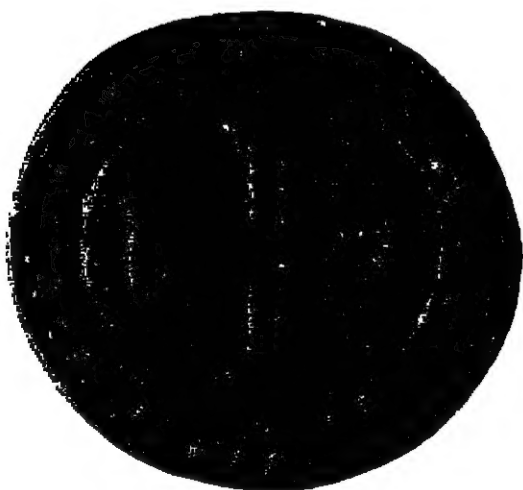
Universide GB, the

Redundancies at Swiss Bank

Swiss Bank Corporation is making eight people redundant in its London market making department. The bank said the redundancies arose as a result of organisational changes following the appointment of Mr Giles Vardy as a new head of equities a month ago.

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City traders acquitted at end of '£1m' fraud case

By Emma Tucker

THREE FORMER directors and a former employee of a City commodities company were yesterday found not guilty of dishonest trading at the end of a four-month trial which is estimated to have cost the prosecution, brought by the Serious Fraud Office, more than £1m.

During the trial in London, the prosecution claimed the four men had charged excessive commissions and used high-pressure sales techniques which included taking away the chairs of less successful salesmen.

The jury, after spending 2½ days in considering its verdict, cleared the three directors Mr Marcus Deller, 27, Mr Andrew Page, 31, Mr David Rycoff, 26, of fraudulent trading in the futures market. Mr Rycoff's brother Ian, 32, who was in charge of training, was also acquitted.

Mr Peter Pimm, who defended Mr Page and Mr David Rycoff, said: "It was never in issue that DPR was well managed and attempted to give its clients a good service. Their problem was the trading performance of their clients, but on the evidence this was no better nor worse than other firms trading futures on behalf of private clients. It was not DPR but the whole business of private client futures trading that was on trial."

The trial was the 32nd to be brought by the Serious Fraud Office since it was set up in April 1988. The prosecution had alleged that the company misled its private clients about their chances of making financial gains and about the level of commission rates. In the 20 months that the company traded, it took in £11m in commission but trading profits were significantly less.

In July 1988 the Securities and Investment Board, the City regulatory body, froze the business claiming that clients had been "at serious financial risk."

UK-Italian consortium to build oil platform

By Maurice Samuelson

A CONSORTIUM of British and Italian engineering concerns has been picked to build the £450m production platform for the Tiffany oil and gas field in the central North Sea.

Tiffany Contractors, a specially formed joint venture of British and Italian engineering concerns, yesterday said it had received a letter of intent by Agip UK, the field's operating company.

The medium sized field by North Sea standards, Tiffany's reserves, together with those of the adjoining Toni field, total 175m barrels of oil and 100bn cubic feet of natural gas, which will be produced simultaneously with the oil.

The contractors group is led by Pirella Göttsche and Matthew Hall, subsidiaries of AMEC, together with Saipem which, like Agip, is part of Italy's ENI group.

The work awaiting British Government approval, will create 3,000 jobs in various stages of design and construction. Agip wants the field to be on stream in 1993.

The Tiffany contract embraces the design, installation and start up of the field's platform, to be located in block 16/17, the so-called T Block, 160 miles north east of Aberdeen in the UK sector of the North Sea.

Because of Government restrictions on flaring off "associated" gas on oilfields, Agip will require a long-term contract with a gas consumer.

Oil industry analysts, however, believe that because of a perceived shortage of platform engineering expertise, Agip has decided to negotiate construction of its platform without first securing a gas offtake contract.

Matthew Hall Engineering will design the Tiffany platform's process and utilities modules and flare boom. Its sister company Press Offshore is fabricating the main topside section at Wallsend, in north east England.

Britain reveals plans for post-1992 imports

By John Authers

CUSTOMS AND Excise yesterday announced its proposals for dealing with imports of alcoholic drink, tobacco and petrol from the EC after 1992.

Completion of the single market will mean that customs do not intervene in the passage of excisable goods. Around 75 per cent of imports of these goods, which produce about £3bn in excise annually, currently comes from within the EC.

All current requirements for expert examination, and presentation of customs documents, will be dropped, although traffic entering Britain would still be liable to "sanitary checks" for drugs, weapons and infectious diseases.

Officials will now use commercial documents which businesses already need for VAT purposes. They will rely more heavily on systems audits and risk assessment.

All commercial traffic in excisable goods from within the EC would have to pass through either through excise-

bonded warehouses, with duty suspended, or through a new category of dealers known as registered excise dealers and shippers (REDS), who would pay duty immediately.

Importers would still have to meet certain requirements before using warehouses, including: a security for duty, such as a bond; secure transport, stamped with approved trader seals; and a set of normal commercial documents.

The "REDS" could act as clearing agents for large companies or work on their own behalf. It is anticipated that about 3,000 of these dealers may be needed.

The department hopes that the proposals will be adopted across the EC, although it could, if necessary, be a "stand-alone" system for the UK alone. The European Commission is expected to make proposals of its own in September or October.

The exploitation of military technology for civil use will be far from straightforward. Producing something practical from military hardware like an anti-radiation missile is perplexing military technologists the world over.

Precious few swords will be beaten into ploughshares; military equipment will always remain highly specialised and classified. The consequence is that defence equipment manufacturers may be in for a long and possibly fruitless search for direct alternative products. More likely is the prospect of defence companies seeking alternative markets.

Trevor King, head of future business strategy at British Aerospace (Military Aircraft), says: "It is easy to come up with alternatives. The issue is, can you do it and make money and are you confident that you can meet commercial targets in an area where you have little expertise?"

Already, BAe has made a conceptual link between its ability to design and make systems to stabilise military aircraft and the design and production of medical and transport equipment, including a hybrid road/rail vehicle.

Lucas Aerospace management eventually dismissed this plan: "There were no viable commercial proposals." Shop stewards also proposed making alternative use of metal fabrication technology at a Lucas plant in Burnley. The workers produced a prototype teapot. "They proved they could make a teapot, but any peace dividend (money diverted from defence to civil use) is not going to make teapots or tractors to give away to the Third World," Lucas says.

The company is transferring its technology in military aircraft systems, such as electronic engine controls, to the civilian market of civil aviation. "We intend to maximise our technology, developed by Electronic Warfare Associates, of Vienna, Virginia, applies software devised for military surveillance in a sophisticated voice recognition unit."

Carl Guenther, the company's president, explains that the system "examines 150 different relationships in the human voice, such as relative amplitudes and frequencies." Unlike existing devices it does not recognise words, says Dick Friedel, manager of business development. It identifies the speaker.

Up to three minutes of the speaker's words are initially "enrolled" on the system. Once they are registered, they can be identified thereafter in an average of two to four seconds.

Besides surveillance use by a number of Government agencies, interested customers include two banks which want to experiment with

Lynton McLain describes the proposals for putting military technology to commercial use

Survival in the brave new world

ploughshares came in the 1970s. Shop stewards at Lucas Aerospace formed the Lucas Aerospace Joint Shop Stewards Committee with plans for alternative technologies to the components and systems Lucas made for the military and civil aircraft industry. The plan proposed the transfer of defence technology skills to the design and production of medical and transport equipment, including a hybrid road/rail vehicle.

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Besides surveillance use by a number of Government agencies, interested customers include two banks which want to experiment with

involvement in the civil market, but still be strong in the defence market while looking for ways of using the technology in new markets.

William Gosling, director of electronic development at Securicor, visiting professor of electronic engineering at Bath University and former technical director of Plessey, says "military research carries across very easily into the civil sector, but it is more difficult to transfer the techniques for the development and manufacture of military products."

Gosling says there are important differences between radar for civil and military use which limit the potential for direct transfers of the technology. Civil radar is "co-operative", enabling airliners fitted with transponders to identify themselves automatically on receipt of a radar signal. Military radar is non-co-operative; enemy aircraft do not deliberately reveal their presence.

In the military computer industry, the requirement has been for guaranteed fault-free software, with an ability to operate in real time, with programs responding to military

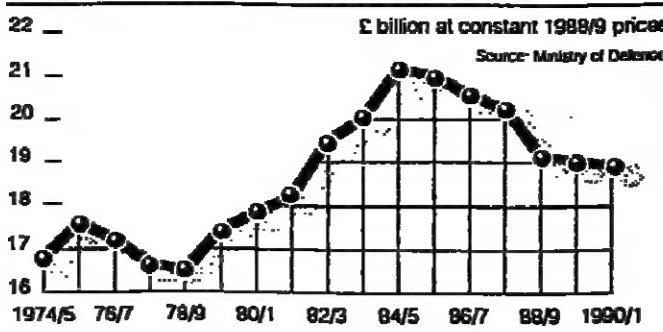
screening access to databases, a large telecommunications company exploring voice mail systems, several security companies that want to restrict physical access and a childcare centre which wants to verify that callers are the parents of the children in their charge.

A licence for the basic equipment will begin at \$10,000, and rise to around \$100,000 for an outright purchase with many input lines. Customers will receive a circuit board which can be inserted into a personal computer.

Another of the company's products is a Crisis Management Executive System, intended for the police department. In a terrorist crisis — such as kidnappings, hostage takings and hijackings — it collects, analyses and displays information on a personal computer.

Andrew Jack

UK defence expenditure in real terms



£ million (1989/90)	Total turnover	Civil turnover	Defence turnover
British Aerospace	9,085	5,241	3,844
GEC	8,786	7,380	1,406
GKN	2,115	2,030	85
Hawker Siddeley	2,146	1,931	215
Racal	1,974	1,830	144
Rolls-Royce	2,962	2,221	741
Thorn-EMI	3,716	3,385	330

* Includes radar and avionics

developments as they happen. Generally the civil sector has not opted for this level of quality, but with faults in large-scale civil computer programs become increasingly expensive the sector is beginning to turn to military software.

Ada is the preferred real-time software language for new military systems in the US, Britain and other Nato countries. Gosling says Ada is "very advanced, versatile, easy to use and control and is starting to be used in the civil sector."

Plessey did comparative tests on Ada and other computer languages and found that it was no more expensive than other languages to write. Ferranti Computer Systems and Sema-Cap, a software company, are seeking civil applications for Ada.

One of the first successes came with a recent contract from the Nuclear Electric Generating Board, which

placed competitive contracts with the two companies. The £150,000 contracts are for the design of a new generation distributed computer system to monitor and control four advanced gas cooled nuclear power stations (AGRs).

By using Ada, with Ferranti's integrated system development methodology, future real-time systems are expected to achieve a reduction of software life-cycle costs of up to 40 per cent, the company says.

In the metal fabrication sector, VSEL, the defence systems company of Vickers, has workshops capable of machining whole sections of submarine hulls, weighing several hundred tonnes. This is the biggest machining capacity in the UK, but it is suitable for a range of work.

Noel Davies, chief executive of VSEL, says the large-scale capability of the Barrow-in-Furness yard can be turned to the company's advantage. "We can establish VSEL as a heavy engineering base for Europe, possibly making other products under licence and exchanging technology in strategic alliances with other engineering companies in Europe."

British Aerospace took a critical look at its military aircraft business in the spring and decided to get into the football business. The aim was to exploit the company's skills as a prime contractor in defence, but BAe says "the move was under way before peace broke out." It illustrates BAe's belief that "simply building military aircraft is no longer sufficient."

Optical fibre sees computer's signal

DIGITAL Equipment has launched a clutch of products which link computer systems together using optical fibre cables rather than copper.

The products all comply to the latest international standard for fibre networks known as Fibre Distributed Data Interface (FDDI). FDDI transmits data at a speed of 100m bits of information a second — up to 10 times the speed of today's networks.

Digital's products allow FDDI to be used as a backbone, with lower speed Ethernet networks attached to it. Alternatively, computer workstations could be attached directly to the fibre network.

The three products announced by Digital are: the DECconcentrator 500, to attach workstations to the FDDI network; the DECbridge 500 to connect Ethernet networks to the FDDI one; and the FDDIcontroller 700, an adaptor for establishing workgroups of workstations and other machines.

One of the drawbacks of using optical fibre cabling for computer networks has been that the signal can be distorted if the cable is frequently bent round corners. But a US company has devised a way of putting optical fibres into the curly cable that links a phone handset to its base unit.

The secret of FibreKoll, developed by Storm Products, of Chicago, and sold in the UK by CT Electronics, of Surrey, is a special cladding, its relative index changes as the cable curls or is straightened, compensating for any change in the way the light signal travels down the glass core, and so ensuring the stability of the signal.

The cladded fibre is then compressed like a wave into the outer casing so that even when the cable is stretched straight, there is still some spare fibre, eliminating undue stress or strains.

Car radio turned off to thieves

ONE of the problems with car radios is that they frequently get stolen. But the latest models from Blaupunkt, of Hildesheim in West Germany, incorporate smart card technology which could deter even the most sly-fingered thief from breaking into your car.

When the personalised smart card — a plastic card the size of a credit card but incorporating an electronic chip — is inserted into the appropriate slot in the radio, a connection is made and the music begins.

Without the coded card the radio remains resolutely mum, in addition a highly visible card-like tongue protruding from the radio makes it clear to passing felons that there is no point in breaking into the car.

Each radio has two personalised cards, so that different drivers can program the preset station buttons to enable each to listen to their favourite programmes.

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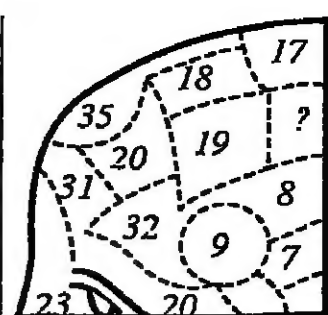
A pocket full of telephones

WEIGHING just nine ounces and measuring less than five inches when closed, the latest gadget for making and receiving phone calls on the move has been unveiled by Mercury Personal Communications, the mobile communications arm of the Cable and Wireless group.

The prototype phone, which will be used on Mercury's personal communications network when it becomes operational in late 1992, has been designed to fit easily into a pocket.

Data broadcasts the world over

THE truly international nature of telecommunications these days is emphasised by the latest European data broadcasting service, where one-way voice, data or pictures are sent via satellite



WORTH WATCHING

by Della Bradshaw

to sites around the country or even continent.

The European Gateway service, from Microspace, of Raleigh, North Carolina, uses a Panamsat satellite hovering over Brazil to send data to ultra-small aperture terminal (U-Sat) dishes, just 0.45m in diameter. The service operates throughout Europe, with the exception of France.

Companies using the service send their data to a local collection point in their own country, from where it is sent by ordinary telephone cables to the US. From there the data is sent up to the satellite, which transmits the data in a blanket to cover Europe.

Microspace is emphasising the low-cost of the service and equipment required for each receiving site starts at \$600 and broadcasts start at a monthly fee of \$5,750.

A ferris wheel ride anyone?

GLASNOST has thrown up many an odd invention in search of an international joint venture. Perhaps the most unusual to date is the giant ferris wheel.

The planned wheel is 110m in diameter, and can take 640 people at one time. It is described as a giant hoop, doing away with the spokes and axles usually associated with large wheels.

The wheel has been devised by engineer Georgi Khromov for Mospromproekt, of Moscow. Khromov is also the designer of the ferris wheel in Moscow's Gorky Park.

Contact: Digital Equipment: US, 800 463 5111; Storm: US, 708 323 9121; CT Electronics: UK, 0432 867177; Blaupunkt: West Germany, 05121 240412; Mercury: UK, 071 571 8154; Microspace: US, 919 850 4500; Mospromproekt: USSR, 085 229 1800.

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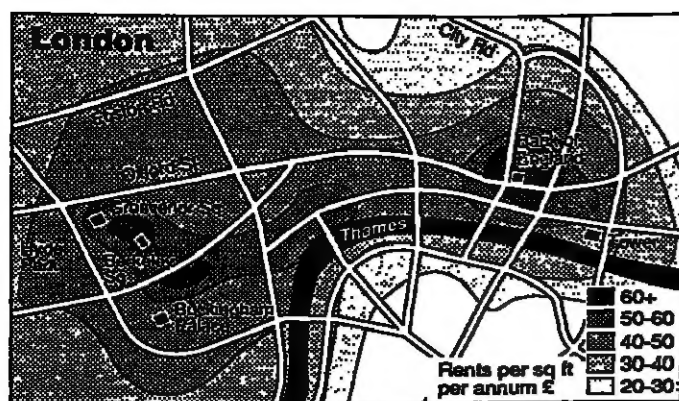
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THE PROPERTY MARKET

Investors in Europe caught in a dilemma

By Russell Schiller



When Legal & General decided to sell Lansdowne House, the market assumed, correctly as it turned out, that the buyer would be foreign. Lansdowne House, on the Piccadilly side of Berkeley Square, is one of a tiny handful of large modern offices in the prime area of London's West End. Ten years ago British institutions would have competed hard to have it in their portfolios. Today, the institutions are largely out of the market and foreign buyers look to them as a source of property to buy.

Property investment has become international with dra-

matic speed. Five years ago the volume was negligible: today more than 30 per cent of all property of institutional quality is bought by foreigners. Among Central London offices, the figure is more than 50 per cent. The signs are that there is much more to come.

The upsurge began with Japan investing in Hawaii and California in the mid-1980s. It developed into a tidal wave which swept into Britain and then the Continent in 1987 and 1988. The investment flow into European property topped \$4bn in 1988, roughly five times the 1985 figure. Just under half was Japanese and America

took a further quarter.

Short of a world recession, there should be a further massive increase in both foreign and cross-border investment in Europe. A Hillier Parker Research forecast (see table) suggests a three-fold increase from 1988 to 1995. Japanese growth will slow, but this will be more than made up from America and elsewhere.

The British property industry is still adjusting to this radical change. It might seem strange that densely built, historic Europe should prove such a magnet for property investors. Europe has seen a net outflow of capital since the time of Christopher Columbus, and European population growth is well below the world average. The reason for the paradox may seem equally strange. It is that growth is not the first consideration of the international investor. Risk spreading and security are more important, and Europe wins high marks for security.

Continental pension funds are being freed to invest abroad throughout Europe, and this makes them keen to move their eggs out of small

local baskets. The result is raising the level of activity between the Europeans themselves. Up until now this has been at a low level. The sum of all cross-border flows of investment between France, Germany, Italy, Benelux and Iberia was only \$600m in 1988, less than the amount Sweden, on its own, invested in Belgium and Spain. This level looks certain to rise sharply, thus adding to the pressure from the non-Europeans.

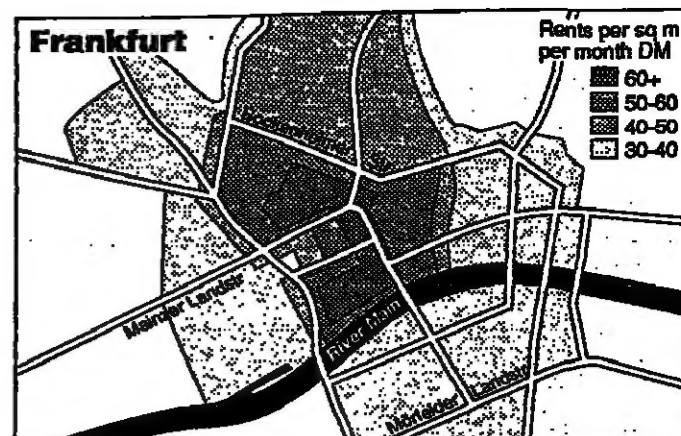
The UK market for property

investment is the biggest in Europe, with a turnover of \$9bn in 1988. At £2.5bn to £3bn, foreign activity is roughly twice the level of that in France and Germany. In several smaller countries foreigners dominate the market, taking for example between 60 per cent and 75 per cent in Spain and Portugal and more than half in Holland and Belgium.

With the exception of the Dutch, the continentals have less of a tradition in overseas investment in property than

Britain. It is common for French institutions to have well over half their property assets not only in France, but in the Paris region. Some insurance companies are making direct property exchanges with colleagues in neighbouring countries, and some participate in international funds.

The desire by foreign investors for security has led to a preference for the familiar. Money originating in the financial centres of Tokyo and New York has gravitated towards the financial centres of London, Paris and Frankfurt. They are invariably the top three towns on the American and Japanese shopping list, with Brussels and Madrid following behind. The Europeans, in contrast, follow a north to south pattern, with Scandinavian and other north European money flowing into southern France and Germany and particularly Spain. Yield levels have converged as a Europe-wide property investment market has begun to emerge. Prime office yields for the biggest cities vary from 4.5 to 6 per cent, a range of 1.5 points. Until 1988 the equivalent range



was at least 2.5 points.

For non-European investors, preference for the familiar takes two forms. There is the desire for a familiar location, a property which can be shown in the annual report photographed against a backdrop of St Paul's Cathedral or the Arc de Triomphe. There is also the desire for the world-class office building with a large floorplate and imposing bulk.

Unfortunately for the investor, Europe offers very few examples of world-class properties in the desired locations, as the example of Lansdowne House illustrates. Even if conservation allowed, there simply is no room in the traditional heart of most European cities.

The investor therefore faces a dilemma. Skyscrapers exist in Canary Wharf, La Defense in Paris and the Messe Turm in Frankfurt, but they lie outside the area of highest value, on the fringe of the central area.

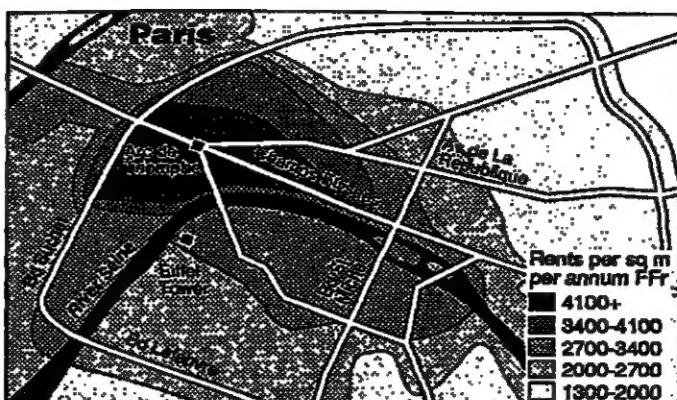
Property in the areas of top value, in contrast, often consists of former town houses which are attractive, but small, with an inefficient interior.

The choice facing the investor is often between a trophy building in a secondary location, or an inadequate building in a prime location. It is one he is not accustomed to. The problem does not exist in America, Australia and most of the Far East. Which becomes the best choice for the investor depends on what happens to values. First indications are that high values will follow development to the fringe of the central area. In Paris, for example, the gap has narrowed between La Defense and the prime Eighth Arrondissement. The way this dilemma is resolved will be one of the biggest issues in property in coming years. The author is a research partner at Hillier Parker chartered surveyors.

INVESTMENT PROPERTY FLOWS INTO EC (£m)

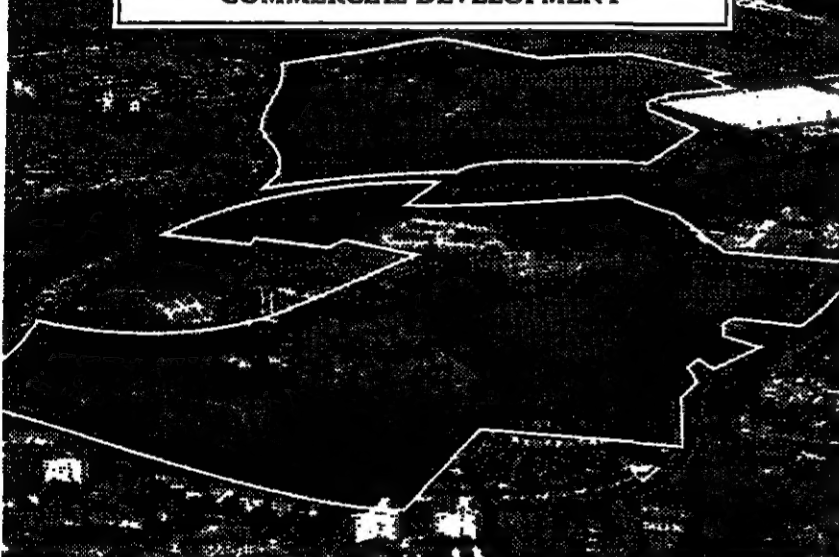
	1985	1989	1995
UK	620	2,500	5,500
Rest of EC	220	1,500	7,000
Total	820	4,000	12,500

Source: Hillier Parker Research



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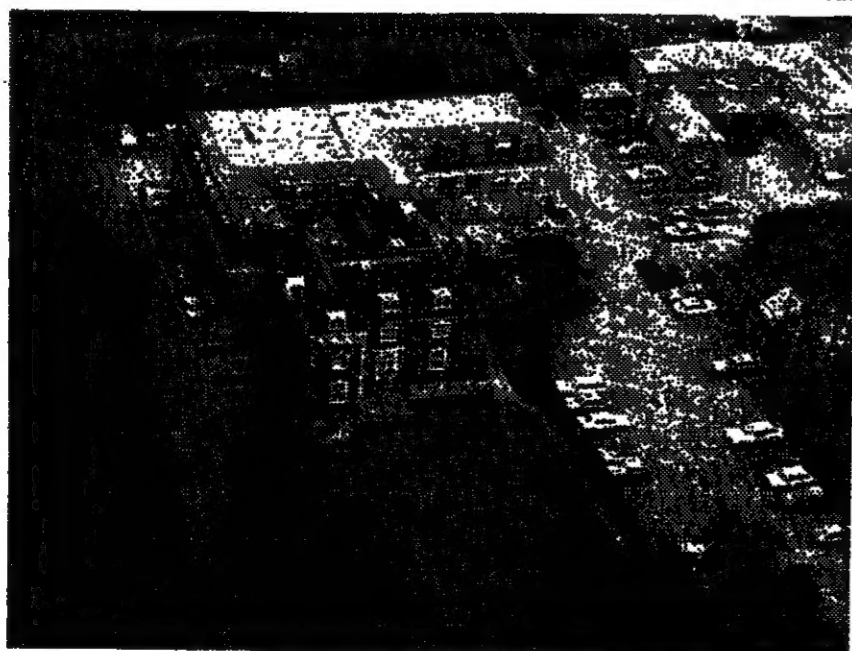
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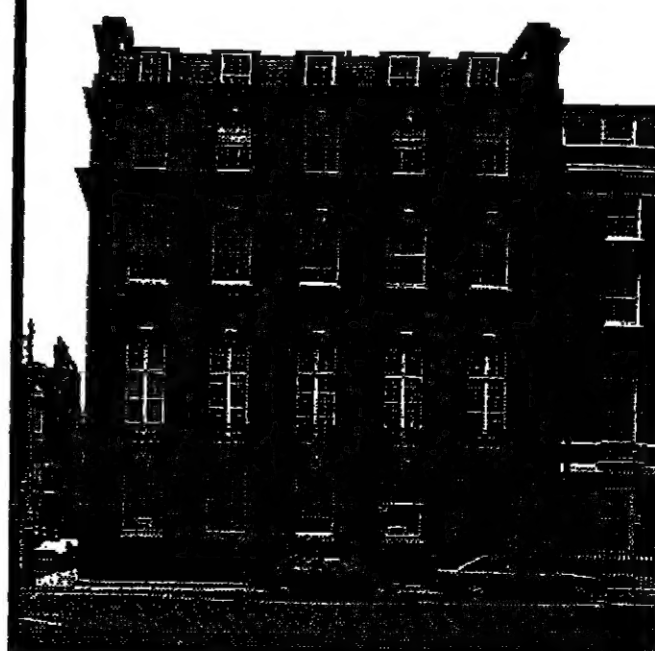
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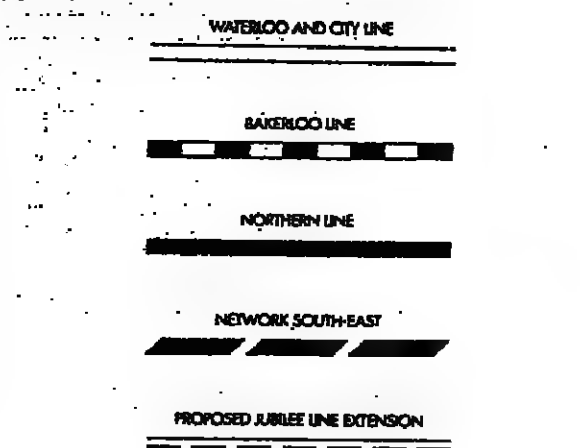
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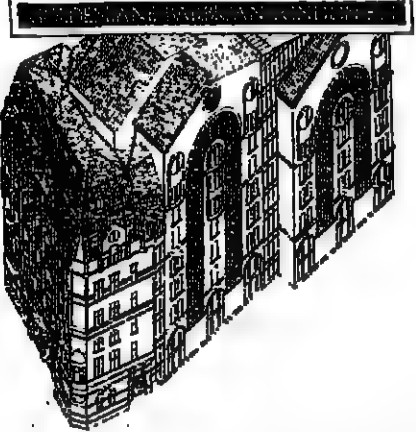
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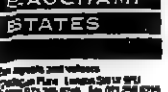
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RATIONALISATION AND FINANCING PLAN

An agreement has been concluded with the Government and the company's major creditors on a plan for the rationalisation of underground operations and financing arrangements.

A number of aspects of the plan have already been implemented. Those aspects which depended on final approval of the plan by the Government will be implemented as rapidly as possible.

The major features of the revised plan are as follows:

- activities will be concentrated in the high-grade underground sections, mainly in the eastern portion of the mine, and on sand treatment operations;
- an additional loan facility of up to £35 million will be advanced by Rand Mines Limited and will bear interest at prime rate;
- certain assets surplus to the proposed scale of operations will be sold;
- repayment of 30% of the company's liability for interest due, on the loan facility of £80 million granted by First National Bank of Southern Africa Limited and the existing loan facility of £20 million granted by Rand Mines, will be extended beyond the currently agreed period until the company can afford to meet these obligations, or 31 December 2002, whichever is the earlier;
- the Government has undertaken, if necessary, to make available further facilities, not exceeding £33 million, after 1 January 1993, either as a loan, guarantee or subsidy, to enable the company to meet deferred interest payments due on the Consortium loan;
- Rand Mines (Mining & Services) Limited will reduce its management fee by 50%, effective from 1 January 1990, to 30 December 1992, and this shall be subject to a maximum annual amount of £3 million.

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M J W Aldred London	Birmingham	Mrs V M Gault London	Horsesham	B W Radford London
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T I Banister London	London	Mrs K G Gilmartin London	London	P M Radford York
M J W Barge London	Salisbury	A A Grant London	London	A J Reed London
N M Bateman London	London	D G Grant London	London	A D Randall London
A J Bailey London	London	Mrs W M Gray London	London	S R Rice London
P G Bayliss London	London	Robert J Green London	London	B D Richardson London
D N Beaton London	London	M Greenwood London	London	B D Richardson London
D R Bernbaum London	London	B S J Hall London	London	Mrs S G Robinson London
B Bhattacharya London	London	J C Harrison London	Birmingham	N D Rose London
S G Bishop London	London	J C Hawes London	London	O M Rowlands London
D A Blawie London	Birmingham	S J Veed London	London	G T Russell London
G D Blay London	London	Mrs D C Hedges London	London	N J Rutter London
C G Bolton London	London	Mrs R R Higgins London	Horsesham	C F Sandford London
I A Buxton London	London	Mrs S E Hirst London	London	J A Schuman London
R S Bostock London	London	N J A Howitt London	Bristol	T Scott London
R J Boulton London	London	R J Hughes London	London	T S Station London
R J Bradshaw London	London	W J Humphries London	London	D A Stiller London
Mrs C M Brennan London	Dublin	Mrs S Jackson London	London	Hywel Shah London
A D Briggs London	London	Mrs M B James London	London	S M Shopley London
Mrs R E Briggs London	Dublin	L James Van Rensburg London	Johannesburg	R M Sherman London
D G Briscoe London	London	J R Jaffe London	London	Mrs F E Skelton London
Mrs J A M Brock London	London	M J Johnson London	London	H R Sims London
D F Brown London	Cape Town	G Jones London	Hong Kong	C A Simmons London
M C Brunet London	Horsesham	S M Jones London	London	C J Simmons London
I J Bullock London	London	Mrs M P Kenworthy London	Dublin	J S Smith London
J E G Caniche London	London	N D Kent London	Cape Town	A D Stannard London
R D Carter London	London	D J Lane London	London	I Stark London
R G Chadwick London	Birmingham	P A Leander London	London	E M J Sheehan London
G W Chadwick London	London	P J Lee London	London	M A Stocker London
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N M Chapman London	London	M W Lomas London	London	G J Tansley London
G A Clark London	London	W P Long London	Birmingham	N H Taverer London
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Mrs D R Cooper London	London	D J Mark London	London	S N Townsend London
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P G Cosgrave London	London	G Mallon London	Salisbury	J N Trezise London
Mrs S M Connor London	London	A J Mitchell London	London	F B Turley London
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M L Crawford London	Bristol	P L Morrill London	Cape Town	D G Upton London
P S Dalton London	London	J S Moss London	Bristol	H A Van Wyk Cape Town
R H Davies London	London	Mrs S E Murch London	London	S Varney London
N P Davis London	London	Y D Murray London	London	Mrs J Venables Birmingham
R M Davis London	London	D P Myers London	Manchester	D N Wakarley London
Mrs M De Stadler London	Cape Town	S J Noonan London	London	N P Walton London
S P D Devine London	Dublin	S M O'Connell London	Dublin	Mrs G Warren London
A R Dineen London	Johannesburg	H G O'Connell London	Birmingham	J Webster London
C E Doolittle London	London	J R O'Connell London	London	M W Whyman London
K S Dux London	London	A P M O'Connell London	London	T F Williamson London
P G Duffy London	London	C E J Poulter London	London	J M Wilson London
D E Dyer London	London	J M Poulter London	Salisbury	S J Wilson (1988) London
J A Edwards London	London	G N Palmer London	London	R D Winter London
K D Ellis London	London	Mrs K L Payne London	London	I E Woolless London
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C J Esley London	Liverpool	S H Pearson London	London	B H Wyatt London
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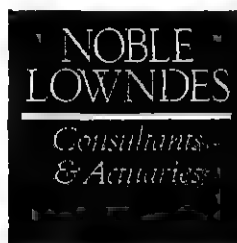
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FINANCIAL TIMES SURVEY

FINANCIAL AND PROFESSIONAL SERVICES

BIRMINGHAM & THE MIDLANDS

Friday, July 13, 1990

The restructuring of the West Midlands economy in the 1980s saw the rapid growth of professional and

financial activity in Birmingham.

However, the city still lives in the shadow of London and its proximity to the capital may yet stifle further expansion. **Richard Waters** reports

A convenient alternative

IN THE financial centre stakes, Birmingham has come a long way in recent years. The wholesale restructuring of the West Midlands economy during the 1980s has given a lift to professional and financial businesses in the city, as elsewhere in the region.

Inward investment, which has brought in its wake a heavy of foreign banks, has added to the activity. And financial businesses from south-east England have begun to see Birmingham as a cheap and convenient alternative location to base some or all of their operations.

Some local professionals and bankers claim that these developments have created a free-standing financial and professional community that can handle anything demanded of it by companies of almost any size. But a traditional influence on the Birmingham financial scene — the proximity of London — has not been superseded.

With corporate finance skills almost on the doorstep, there has been little incentive for corporate financiers to move to Birmingham. Living under the shadow of London is a consequence of being so close.

London also remains the centre for capital: whether it is the presence of the capital markets, the ability to syndicate a loan, or simply the need for a clearing bank to have lending sanctioned centrally.

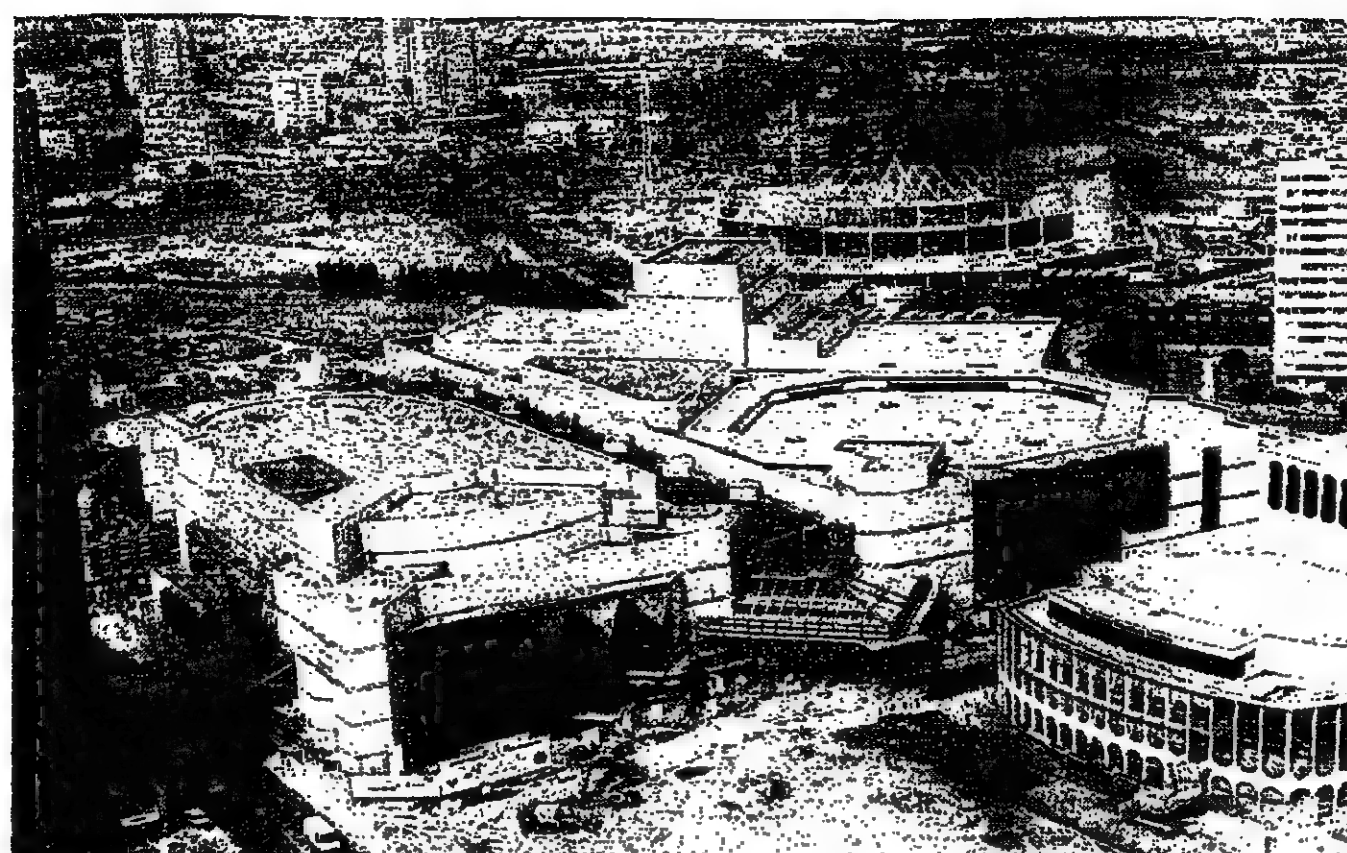
Local blue chip companies look to London for their capital and much of their professional and financial advice. That surprises and disappoints some of those who are new to the city and had expected a fully-fledged financial centre.

The corporate finance skills of the merchant banks and stockbrokers could certainly do with being stronger," says one professional.

In spite of the umbilical cord of London and its capital markets, financial and professional services firms have grown rapidly on the back of the changes in the West Midlands economy during the mid and late-1980s.

This has produced large and active legal and accountancy firms. The lawyers, in particular, have acquired a reputation that extends well beyond the region.

Professional firms are among the biggest employers in the centre of Birmingham, and are taking up much of the prestige office space coming on to the



International Convention Centre will complement the National Exhibition Centre and give the area a higher profile

market. Accountancy firms Peat Marwick and Coopers Deloitte employ 860 and 800 people respectively, while Wragge has just set a record by agreeing to pay £25 a square foot for 140,000 sq ft of space on Colmore Row (60,000 sq ft to be let).

Other prominent sites intended for financial and professional firms include a development for Wesleyan & General, one of two local insurance companies in which lawyers Finsent will share; a headquarters for TSB Bank; and a home for Price Waterhouse.

The restructuring work that has fuelled the growth of the professionals has led to a demand for venture and development capital. The largest venture capitalist in the region, 3i, had a hand in 80 of 130 deals done last year, while the development capital arms of all the clearing banks have a presence.

The significance of management buy-out activity to the region is clear. The local 3i office has handled about 15 per cent of the buy-outs financed by the group around the country in the last 10 years. The West Midlands economy, by contrast, accounts for only about 8 per cent of the UK economy as a whole.

Several international banks have arrived in the past two years, adding kudos to the area, even if they are mainly representative offices which have yet to undertake any banking business.

The West Midlands is making its mark as a home for relocating financial services companies. The most conspicuous arrival so far is the planned move of the head office of TSB Bank to the city early in 1992. Mr Roger McSweeney, TSB personnel director, mentions two factors that have tempted the bank to Birmingham: the

cost of office space and the availability of labour. TSB's city centre site is costing it less than £25 a sq ft, compared to about £65 in central London.

And, unlike other regional cities which won relocating companies in the 1980s, there is still an available pool of local clerical and administrative staff. Staff turnover is likely to be under 10 per cent a year, half that of London, says Mr McSweeney.

Apart from the cost of the move, the TSB expects to save £10m a year.

These attractions could pale. The cost of office space is already climbing fast, and office workers (both clerical and professional) are likely to be in short supply in the years ahead. Unemployment in the West Midlands has fallen from 14.2 per cent in 1983 to 6.1 per cent. According to a recent report by accountants Coopers & Lybrand Deloitte, seven out

of every 10 companies expect a severe shortage of computer specialists, qualified accountants and professional engineers.

It is no wonder that Birmingham is out to overcome its traditional image as an ugly, unpleasant city in which to live.

"We have to tell our story properly — it's our own fault," says Mr Roger Dickens, senior partner of Peat Marwick McLintock and chairman of a new association of financial and professional groups which is out to lift the city's image.

It is not just a public relations problem, though: the expanding city centre is being slowly strangled by the concrete ribbon of its inner ring road. Breaching this barrier is among the most important obstacles to be overcome if the city is to achieve the status it craves. Meanwhile, recent growth

rates in the financial and professional sector are unlikely to be sustained. The restructuring of the past few years is largely completed.

This, and the slowdown in the local economy, have hit the deal-making that has fed the local financial firms during the 1980s. Some challenge the assumption that the deal activity of recent years is over. Mr David Haggatt, senior partner of Evershed Wells & Hind and an experienced buy-out adviser, argues that the supply of buy-outs is as strong as ever. Mr Peter Williams, head of the local 3i office, points to buy-ins as a growing phenomenon.

However, most report less demand this year for the sort of deal-making skills which flourished during the 1980s. Optimists say that, by the autumn, the deals will return. Others are less sure.

That leaves three ways for Birmingham's financial sector to grow: on the back of the local economy, by stealing business from the old enemy in the south, or by establishing itself as a European centre in its own right.

Locals remain confident about the prospects for the local economy. Not having overheated as much as in other areas, the West Midlands economy has less cooling down to do.

There is also greater confidence in the quality of local managers, and a belief that the area is in far better shape than it was before the turnaround of the early 1980s.

On top of this, West Midlands claim that a number of developments have given their area a new significance. The successful National Exhibition Centre is to be complemented in the city centre by an International Convention Centre, and transport links are to be improved with the opening of a new motorway to the south.

It remains doubtful, though, whether professionals and financiers in the West Midlands can win work from London, which will always remain a magnet for large corporate transactions. And the ambition of becoming a European centre, to rank alongside other prominent second cities such as Frankfurt or Barcelona, remains only a dream.

IN THIS SURVEY

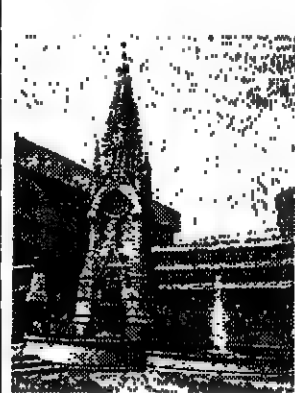
■ The battle of the giants: the West Midlands and the north-east compared; The banking sector Page 2



■ The stock exchange: the end of an era; Stockbroking; Executive centres Page 3



■ Accountancy: The International Convention Centre; Legal services; Venture capital Page 4



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BIRMINGHAM'S FINANCIAL SERVICES 3

The demise of the stock exchange

Floored by screens

THE Birmingham Stock Exchange was launched on a wave of popular capitalism. The Economist summed up the mood, 145 years ago. "Everybody is in the stocks now. Needy clerks, poor tradesmen's apprentices, discarded serving men and bankrupts - all have entered the ranks of the great moneyed interest."

Those heady days, ushered in by a rash of railway company promotions in the early Victorian years, seem little different to the shareholder democracy created by the privatisations of the Thatcher era. For the Birmingham Stock Exchange, though, the wheel has turned full circle.

Its trading floor will soon close down, in final acceptance of the dominance of disembodied screen-based dealing. The

The exchange is likely to retain only a marketing presence

floor is the last in use outside the capital, which is used by the London Traded Options Market.

The demise of the floor is symbolic of a deeper problem facing the market for local companies' shares. For many small companies, there is little or no stock market left.

This has little to do with the fate of the exchange's floor, but is due rather to the lack of market makers willing to quote prices in smaller companies' shares.

This problem is not confined to the West Midlands, but it is one that is felt particularly acutely there, brought home by the closure earlier this year of FHF Market Makers, FHF, part of the Fyfe Horton Finney group, was the only local market maker, occupying the largest box on the exchange's floor until recently. A lack of business left it with the option

A NEW generation of business executive centres has emerged in Birmingham to meet the demand caused by the city's economic recovery.

The upswing in Birmingham's office rental sector produced an immediate problem. There was a lack of good quality offices for the companies relocating from the south-east and abroad which had expectations that the city could not meet.

Two years ago the quality and standards of offices in Birmingham was not acceptable to multinationals and companies from the south-east who

either of putting up additional capital to carry on or calling it a day.

FHF had covered 150 stocks, around 100 of them small local companies. "It was set up as a service to local brokers, who followed local companies and wanted a market in their shares," says Mr Nigel Duckitt of FHF.

Does it matter that Birmingham no longer has its own market maker? No, says Mr Duckitt, "as long as there are market makers somewhere dealing in small companies."

The real problem for smaller companies is that FHF was not alone. It was only one of a string of smaller company market makers that have shut up shop in recent months, among them Stock Beech, Kitecat and Aiken and Robert Fleming.

In Birmingham, views are sharply divided about the significance of this. Some, such as Mr Nigel Harrison, head of research at Smith Keen Cutler point out that there were few jobbers in smaller company shares in the pre-Big Bang days, so little has changed. There never will be an active market in such companies, given the small amount of stock they generally release to the market.

Most, however, agree that having only one or two market makers in a particular company does not make a true market, and that something needs to be done to ease the profit pressure on market makers under the current trading conditions.

Those in this camp argue either that the stock exchange's trading rules should be changed to favour

the market makers, or that a special levy should be raised to compensate them.

Mr Simon Sharp, chairman of Albert E Sharp, says the exchange should increase its listing fee on all companies, and that this money should be used to subsidise market makers.

Meanwhile, Albert E Sharp is the only potential candidate for the job of market maker in the Birmingham area. "We're looking at it and monitoring the prospects very closely. We are unhappy with the lack of

For the stock exchange the wheel has turned full circle

market makers," says Mr Sharp.

Critics point out that firms such as Sharp are part of the problem. By matching buyers and sellers for small company shares, they divert business away from the market makers.

Albert E Sharp reckons that, in this way, it provides the main market for shares in some 100 companies.

Mr Sharp counters that institutions pay too little in commissions to leave room for any market maker's turn. Sharp would like to show more of the business to the market to allow market makers to make a living, but simply can't afford to.

The only thing holding Sharp back from making markets is a concern that, by entering the market, it will undermine its reputation as an independent broker.

One possibility is to form a joint venture, making a virtue

of the need to take in outside capital to support a risk-taking business. Though run by Sharp, it would be less closely connected with the firm if the majority of shares were held elsewhere.

Meanwhile, the five brokers still represented on the trading floor in Birmingham are preparing to leave. The stock market left some time before them - perhaps as long ago as 1973, on the full merger of the UK's exchanges.

Two jobs persisted on the Birmingham floor until Big Bang in 1986. Even then, Birmingham's share traders stayed, like ageing students fearful of the outside world. The presence of a market maker after 1986 - the newly created FHF - seemed to give some justification to those that remained.

The handful of brokers that remain (none of them the city's leaders) are attracted more by the cheap rents of their boxes than any lingering desire to rekindle by-gone days. They will be driven away soon.

Admitting the death of their stock exchange is not easy for the Birmingham financial classes. The 1920s building on Margaret Street is a symbol of the city's financial life, and a link with the financiers of the nineteenth century.

"It's a shame. The floor could have been exploited more than it has been, particularly from a PR point of view," says one unhappy broker. It is still a convenient place to pick up market information about what other brokers are up to, he says; retreating to their offices will make it more difficult for the brokers to operate.

The local outpost of the stock exchange, meanwhile, is preparing to admit to the reality of life in the late twentieth century. Apart from its trading floor, its main purpose in Birmingham is to act as a settlement centre (a function which keeps half its staff busy). The introduction of paperless settlement, planned for the end of next year, spells the end for this operation too.

It also acts less and less as a focus for the local broking community. Since 1986, the regions have not had automatic representation on the Stock Exchange council (before, Birmingham had two seats set aside for it). The exchange is shuffling off trade association functions, leaving it to other groups to represent its members' interests.

The trading floor is the last still in use outside the capital

A new association is being formed to represent private client stockbrokers and investment managers around the country, probably spelling the end of the exchange's direct involvement in such matters.

That will leave little for the exchange to do in Birmingham, in common with other regional centres.

The stock exchange is likely to retain only a marketing presence, selling and supporting the exchange's Topic screens, and promoting the idea of the stock market to local companies and investors.

This is a far cry indeed from the first wave of popular capitalism on which the stock exchange was born.

Richard Waters

"A Short History of the Stock Exchange, Birmingham"

office equipment and recruiting reliable staff. They offer a service of setting up luxuriously furnished offices with secretarial, fax and photocopying facilities within 24 hours of being approached by a client.

The centres include a full-time receptionist, telephone, telex and mailing service and conference and interview rooms.

The general rates, service charges, heating, lighting and cleaning are all inclusive within the package.

Ken Gibson

Richard Waters looks at the stockbrokers

Private clients add value

BIG BANG and the crash of 1987 have changed the shape of the stockbroking business, and Birmingham is no exception.

Most brokers have become part of larger groups during the upheaval that followed the Big Bang reforms of 1986. In Birmingham, they include: Murray & Co (part of Allied Provincial, which 48 per cent of which is owned by James Capel and PostTel), Chambers & Remington (Lloyds Bank), Smith Keen Cutler (Midland South) and Margetts & Addenbrooke (National Investment Group).

Another, Fyfe Horton Finney, linked with Michael Ashcroft's ADT before its directors bought back 30 per cent of the company two years ago. It stands alongside Albert E Sharp as one of the few remaining independents, but is scarcely comparable to the more powerful Sharp.

No Birmingham brokers have closed down in the wake of low volumes of business in the past two years, but most have retrenched. FHF, for example, now employs 14 people on the broking side compared to 28 before the crash. Its market making business has gone altogether.

Different firms have found different ways of reducing their overheads. Those that are part of larger groups have benefited from cost sharing. Murray, for example, no longer employs settlement staff (business of Allied Provincial firms is settled in Glasgow or Plymouth) or dealers (Allied Provincial's private client deals all pass through Glasgow).

The changes have left the broking community less confident than it was, although the national links have provided backbone to firms that might not otherwise have come through tougher times.

The broking community is dominated by one firm: Albert E Sharp. Sharp decided 10 years ago that it needed to diversify away from its institutional broking business, where it made virtually all of its profits, says chairman Mr Simon Sharp.

Sitting alongside its institutional broking side are corporate finance, personal stockbroking and venture capital, as well as a 30 per cent stake in the British Telecom Sharelink execution-only stockbroking

business. Private clients contribute 40 per cent of profits.

Sharp's institutional and corporate presence are significantly more powerful than its rivals. It has 10 analysts and the same number of salesmen. It suffered from the loss of its four top analysts at the time of Big Bang, and has only returned to its previous size on the research side - although none of its analysts appear in the Extel rankings of top researchers, as they once did.

On the corporate side, Sharp has 60 brokerages, most of them from the West Midlands. It reckons to provide the main market in the shares of up to 100 companies, although it is not a market maker.

Sharp's other leg, besides private client broking, is venture capital. Its subsidiary, Summit, which has been operating since 1979 and operates three funds worth nearly £80m, is one of the leading venture capital firms in the region.

Sharp switched from a partnership to a PLC two years ago in preparation for a flotation. That is unlikely to be soon, given market conditions.

Smith Keen, a close rival of Sharp before it lost ground in the 1970s, is staging a comeback of sorts. Other professionals are divided about its success so far, but most are eager for the firm to emerge as a true rival to Sharp.

It now lists 30 corporate brokerages, and has helped raise £30m for small corporate clients so far this year. It also carried out its first merger and acquisition work this year, selling Monks & Crane, a local fastener manufacturer, to West German group Wurth.

On the institutional side, Smith Keen has four researches covering 100 stocks, two thirds of them local. This is a difficult business to sustain, says Mr Nigel Harrison, head of research without local institutional ties, an equity sales business in the provinces must be talented to win business from the mainly London-based investing institutions, he says.

Other local brokers have less institutional and corporate business. Murray has 16 corporate brokerages, although it picks up other corporate business from around the Allied Provincial network.

Its research is concentrated on its 16 corporate stocks,

with another 20 or so besides.

All West Midlands brokers, however rely for the largest part of their income on private client business. It is the largest single contributor to Sharp's profits, at 40 per cent, and accounts for 70 per cent of the business at Smith Keen and 80 per cent at Murray & Co.

The shedding by London firms of their private client businesses has played to the strength of provincial firms, where costs are lower and most types of client are welcomed.

The sizes of client lists are difficult to gauge, since there is no consistency on how brokers define what constitutes a client, but firms quote the following figures: Albert E Sharp, 6,000 clients (1,200 of them discretionary) with nearly £400m under management; Smith Keen, 12,000 clients (over 1,000 of them discretionary); FHF, 8,500 clients and £4m under management (including money in a managed personal equity plan); Murray, more than 5,000 clients and £100m under management.

Most brokers are dabbling with the introduction of fees for their private customers - hardly surprising, given the low commission income at present. The 1 per cent management fee recovered by FHF on its in-house FEP, for instance, is vital in seeing it through quiet times.

They are being driven more towards management fees by a threat that has appeared on their own doorstep. This is Sharelink, an execution-only service started by Sharp but which is now 70 per cent owned by British Telecom.

Sharelink is one of the national leaders in execution-only dealing, leaving little room for local brokers to compete on price alone. Most say they can stay in business by offering a higher level of service.

If customers come to expect lower commissions as a matter of course, though, the brokers will find it difficult to maintain the sort of quality advice they believe their customers currently obtain. If that were to happen, then the upheaval in the broking community of the last four years will prove to have been only the beginning of the reshaping of the stockbroking business.

EXECUTIVE OFFICE CENTRES

When quality matters

were used to best," Mr Geoff Thomas of Debenham, Tewson and Cheshire, confirmed.

"However, the increase in rentals and higher values has justified improving the standards of offices and the specifications in many centres are now as high as in London."

Warwick Executive Services was one of the first local companies to assess the potential for high prestige and commercially-serviced offices that were needed to cater for companies who wanted to remove the headache of setting up a new office.

The business centre office concept involves companies such as Warwick taking over the setting up and running of

an office, or in the case of larger corporate clients, suites of accommodation on a no lease basis.

Mr James Hunt, director at Warwick said that the business centre's could halve running costs and for relocating companies eliminate the problems and costs involved in securing a lease, purchasing expensive

office equipment and recruiting reliable staff.

They offer a service of setting up luxuriously furnished offices with secretarial, fax and photocopying facilities within 24 hours of being approached by a client.

The centres include a full-time receptionist, telephone, telex and mailing service and conference and interview rooms.

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BIRMINGHAM'S FINANCIAL SERVICES 4

David Waller looks at the accountancy firms

'As good as London'

THE PARTNER in the Birmingham office of one of the Big Six international accountancy firms is tucking into the exquisite pâté de foie gras served at an award-winning local restaurant. Before he can savour the delicacies prepared by the French chef, his portable phone rings.

It is a partner in the Amsterdam office of the same accountancy firm ringing up to arrange a meeting in the Netherlands. The subject of the meeting, quickly pencilled in for the following morning, is the proposed takeover of a publicly quoted Midlands company by a private Belgian enterprise.

The above incident highlights the cosmopolitanism of business life in Birmingham – the good French food and the international phone-call and the trip to the Continent. It also shows that Birmingham accountants are not shy of offering the same sophisticated, international financial services as their counterparts in London.

"We're as good as anybody in London and we have lots of other attractions," says Mr Michael Wareing, a partner in KPMG Peat Marwick McLintock, Birmingham's biggest firm. "We operate from a significantly lower cost base. We are far better served in terms of communications and we have all grown up in an aggressively commercial environment."

In short, Birmingham's accountants do not see themselves as being merely on a par

with London – they are convinced that they are a bit superior.

This arrogance partly reflects the Brummy character; it also owes something to the growth in demand for accountants' services since the savage recession of the early 1980s. The pick-up in industrial activity in the region has inevitably had a knock-on effect for the firms and fees have been growing at 25-30 per cent a year for each of the last five years.

As elsewhere in the UK, the growth has come less from straightforward auditing, and more from special services, such as investigation work for the region's acquisitive public company sector and corporate finance – specifically, assisting local companies with the post-recession restructuring process and helping local entrepreneurs launch management buy-outs and buy-outs.

The vigorous regional economy has prompted an increase in demand for consultancy services: Price Waterhouse has 92 full-time consultants and Peats, which has located its national centre for manufacturing consultancy in Birmingham, has about 80. Given the region's industrial base, it is unsurprising that many of

these consultants specialise in advising on CAD-CAM, activity costing and other services to the manufacturer.

Growth has propelled what were once small, regional offices into regional offices which rank as national firms in their own right. The Peat's practice, 920-staff strong,

'We operate from a significantly lower cost base'

would rank as the UK's fifteenth largest firm if it stood on its own, followed in the league by the recently merged Coopers & Lybrand Deloitte (with 750 staff). Price Waterhouse and Ernst & Young are not far behind, with staff of some 500 apiece.

Beneath them are the local offices of the other Big Six firms and the medium-sized national firms – as well as a number of strong local practices.

The fortunes of professional firms are largely dependent on the vigour of their clients and the quality of their people. In Birmingham and the West Midlands, there is no shortage of good people, perhaps those

with London experience who have woken up to the fact that the quality of life in Birmingham is far superior to that in London – and that the quality of work to be done is just as good.

What about the economic outlook? A recent survey – conducted by the Wolverhampton Business School, in conjunction with Warwick Business School and Price Waterhouse – suggested that Midlands' companies were in fact more optimistic than they were six months ago. But the outlook for the UK economy as a whole is far from rosy – and this is having a direct impact on the accountants.

As elsewhere in the UK, the busiest people in the firms are the insolvency specialists. The fees derived from insolvency balance the fall in other sorts of income – but not by enough to compensate for a wholesale decline in the fortunes of the client base over the longer term, and certainly not enough to cover the firms' overheads, perhaps bloated after a long period of expansion.

Thus Ernst & Young has reason to be pleased that it, rather than any of its competitors, found itself appointed as receiver to Coloroll, the home

furnishings group with 15 factories in the Midlands area. But was the appointment a signal of worse things to come?

Mr Chris Lunt, managing partner of Ernst & Young's Birmingham office, says that the downturn has confined itself locally – as it has throughout the UK – to those sectors most grievously afflicted by the dual squeeze induced by low consumer spending and the high cost of money. A home furnishings company such as Coloroll fits into this niche.

The local manufacturing base is much more resilient than it was at the outset of the 1980's, argues Mr Lunt, and is thus in a better position to withstand a fully fledged recession. He adds that the investment interest shown in the area by Japanese manufacturers such as Toyota can only be good for the local economy – and the local professional services community.

The accountants make much of their ability to serve clients as well if not better than their colleagues in London, at four-fifths of the price. This is the sort of claim which professionals in other regional centres are happy to make and perhaps the real competition for Birmingham professionals comes not from London but from Bristol or Manchester.

Nevertheless, the existence of such a large and sophisticated accountancy infrastructure in Birmingham and the West Midlands is in itself a strong selling point for the region.

VENTURE CAPITAL

A new realism

VENTURE CAPITALISTS like the West Midlands: there are plenty of would-be entrepreneurs with management skills honed during the savage recession of the early 1980s, and plenty of deals for them to do. The result is that the market has grown at 25 per cent compound over the past five years, and last year some £30m was channelled into the region in some 120 transactions.

The largest player in the region is 3i, which invested £30m-£35m last year in 80 deals and thus has a 60 per cent share of the local market. The venture capital arms of the clearing banks – particularly Lloyds and National Westminster via County NatWest – are also active, as is Summit Equity Ventures, a large independent house with some 60 per cent of its £50m portfolio invested in West Midlands companies.

According to Mr Nigel Guy, investment director at 3i's Birmingham office, the pattern of investments in the region is almost the reverse of the position elsewhere in the UK. Some 60 per cent of its total investment in the region (which totals more than £160m invested in 400 companies) is in the manufacturing rather than the service sector.

"I think we are big enough

here to say with some certainty that things are holding up well," Mr Guy says, reflecting on the state of the local economy. "The companies having problems are retailers and home furnishings suppliers. The manufacturing companies are lean and fit and the stronger ones are looking to expand – by buying up the weaker ones."

The trouble for the industry is that most deals require a substantial injection of cash as well as equity, with interest rates at penal levels, many deals are impossible.

Mr John Kerr, managing director of Summit, observes that the economic climate has become "noticeably tougher over the last year." As the slow down took hold, he noted a falling away in the demand for transactions but he says that there has been a considerable pick-up in activity recently.

"At first, sellers of companies were hoping that the economy would revive and were holding out for the best possible prices for their businesses," Mr Kerr says. "Now there is a new realism and people are doing the deals in the expectation that the economy is not suddenly going to revive."

David Waller

Legal Services

Big four hold court

THE MARKET for legal services in the West Midlands is dominated not by any of the big London-based firms but by four strong regional practices.

These are: Edge & Ellison; Evershed, Wells & Hind; Pinsent & Co. and; Wragge & Co. all of which have been rooted in the region for decades and during the 1980s enjoyed a period of what a partner in the one of the Big Four calls "quite unprecedented growth."

The firms have done well for a variety of reasons, one of which is the revival of regional industry in the latter half of the decade, another is the ease with which they have been able to tempt qualified solicitors away from London to work in the provinces.

They are united in claiming that they can offer the same quality of corporate advice as any practice in London, at a much lower price. As a measure of this, the firms say that their clients are spread across the UK and not based solely in the Midlands.

There is evidence of a slow-down after at least three years of 35 per cent growth. Mr Andrew Rees at Evershed says that "there is unlikely to be real growth above inflation until after the election." Much of the firm's work has been tied to corporate finance activity, but interest rates and economic slowdown have had their effect, and the number of transactions has dwindled in recent months.

Birmingham lawyers are confident of the future; they have put much emphasis of practice management in recent years, and are as tightly managed as any firm in the City and they have concentrated on forging strategic alliances which reduce their dependence on the West Midlands.

Pinsent & Co, for example, is a member of the Legal Resources Group, the third largest grouping of lawyers in the UK.

David Waller

The city hopes the ICC will enhance its image

The jewel in the crown

THE International Convention Centre will provide the final touch that will turn Birmingham into an international business/finance city with facilities and appeal to match established centres in Berlin, Paris and Vienna.

The construction of the £148m centre is the jewel in Birmingham's revival that has dominated the skyline for the past two years and is being transformed internally for opening in April 1992.

The ICC will be Europe's first purpose-built convention centre. It includes a complex of 11 halls, a 2,000-seat symphony hall and the multi-purpose National Indoor Sports Arena. These facilities will launch Birmingham as a potent force in the world convention industry.

In the last five years, conventionising has become the fashionable way of raising money and a city's profile. Birmingham feels that its timing is right because it has benefited from learning from the mistakes made by other convention venues.

Just as the National Exhibition Centre in the 1970s was, and continues to be, a prime stimulator of economic opportunity and revival in Birmingham, so the ICC is set to be the catalyst for even greater investment in the 1990s.

The centre continues Birmingham's move from its dependence on the traditional engineering and manufacturing industries to a more service oriented economy.

Where the cynics predicted the NEC would be a white elephant, reaction to the ICC has been positive and in line with the changing image of a city that is perceived as a centre of prosperity and growing financial importance.

Mr Barrie Claverdon, sales director for the ICC and who heads a team to attract conferences from around the world, believes that with a year to go to completion, the centre has already played an important part in the general uplift of business activity within the city. "There is a correlation between the ICC and the economic revival of the city," he said.

Mr Claverdon admitted that selling the city had not been easy because of Birmingham's old image as a manufacturing centre. "In Europe we had to overcome an outdated and negative image, although the success of the NEC in Europe has been a great help in changing peoples' attitudes."

He found that the ICC had less of a problem in the US

where Birmingham was virtually unknown. "The good thing about the US is that it does not have a negative view and when shown what we have to offer combined with the attractions of our heritage, the Americans have been very interested."

Mr Claverdon's aims to turn the ICC into England's top convention venue and then to push into the top two in Europe and become a leading player in the world sector.

The centre is well on its way to achieving the goal with 50 conferences booked 10 months before opening and 150,000 delegates expected through the doors in the first year.

The ICC's impact on the city's economy will be considerable: it is estimated the centre will bring in between £18m and £20m for the first year.

The financial sector has shown its support for the ICC by booking space for a series of corporate conferences. It sees the building as enhancing Birmingham's attraction to British and world industry.

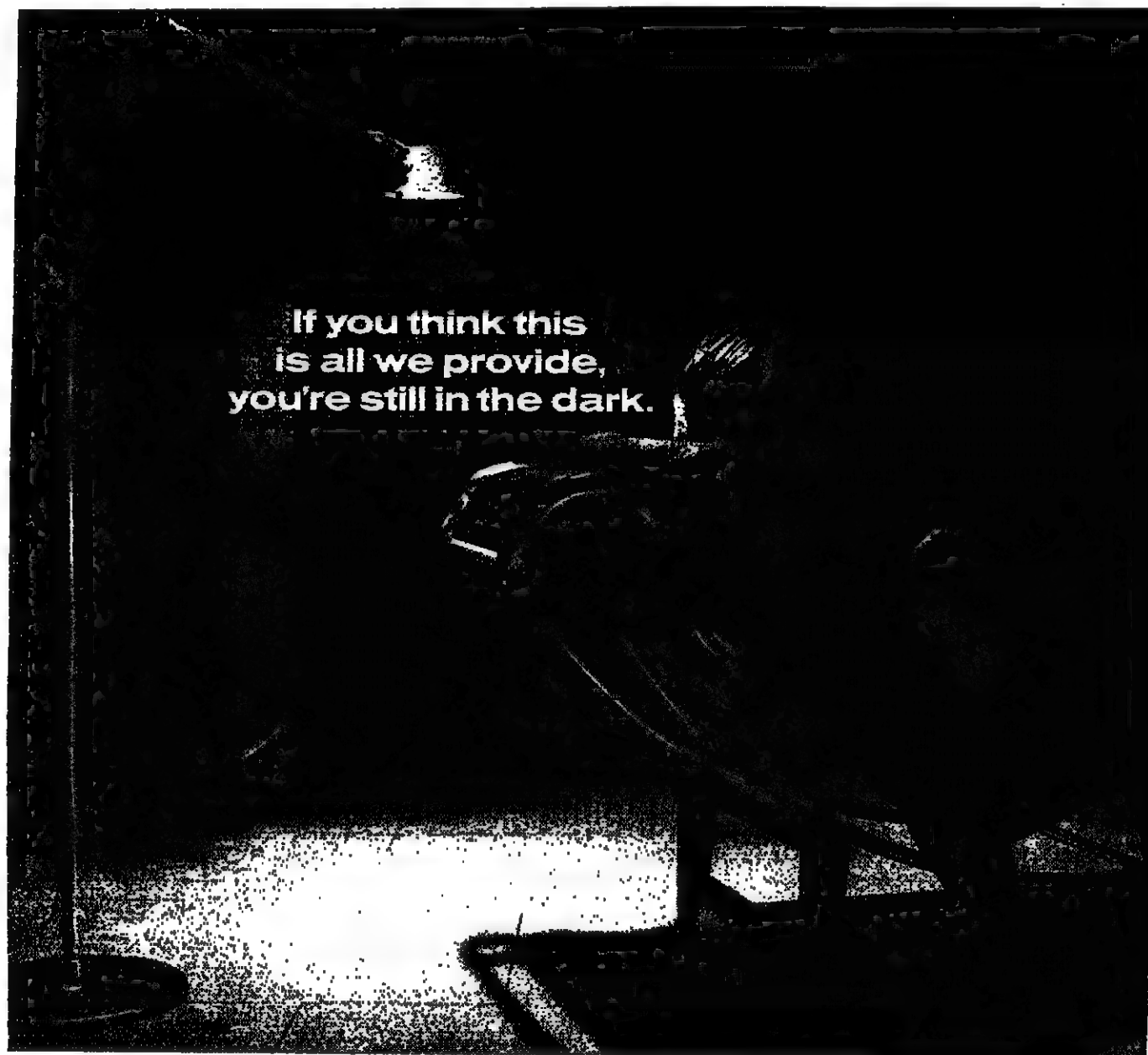
Leading accountants Peat, Marwick McLintock, have booked to be the ICC's first corporate users as well as staging an in-house conference for 1,000 staff next year.

Birmingham's world famous City of Birmingham Symphony Orchestra will use the 2,000-seat symphony hall as their home base and the ability to host international artists as

well as sporting events in the indoor arena all combine to destroy another myth of the city being a cultural wasteland.

A series of significant cultural coups by the city council to lure the Royal Sadlers Wells, the D'Oyley Carte Opera company and the Crufts Dog Show to permanent homes add to the diversity of established attractions such as the Jazz Festival, International Film and Television Festival and the City Super Prix.

Ken Gibson



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MANAGEMENT

Mexican industry

Contrasting strategies for 'life after debt'

Robert Graham examines the growth of Alfa and Vitro

In Mexican boardrooms a flippancy can frequently be heard these days. "There's life after debt," says one executive, saying that after the traumatic experience of the debt crisis in the 1980s, companies are experiencing a new lease of life.

It is particularly true of the handful of conglomerates in the northern city of Monterrey, which have traditionally been the industrial leaders of Mexico. Caught heavily overextended by the 1982 debt crisis, with several pushed to near-bankruptcy, they have at last emerged leaner and wiser. With their finances restructured, they are once again embarked on ambitious development strategies.

In the process, managements face a complex array of challenges. These include competing in a deregulating domestic market, the need to integrate with the global economy, decisions on expansion outside core business and whether to retain the structure of family-controlled companies. Their success or failure in meeting such challenges will help determine whether Mexico can genuinely modernise its economy.

Alfa, the largest industrial group in Mexico, and Vitro, the biggest glass manufacturer, offer two contrasting approaches to the strategic decisions of the 1990s. Both share a common background, and are controlled by third and fourth generations of the Garza and Sada families, whose forebears founded Monterrey's industrial base round a brewery 100 years ago. But Alfa, with 109 subsidiaries spanning automotive components, food, petrochemicals and steel, was the worst affected of the Monterrey conglomerates in the debt crisis. Vitro, more conservatively managed and with over 50 subsidiaries concentrated in the core business of glass, was the least affected.

Alfa completed its financial restructuring and consolidation last year. After an intense review of its operations, which generated annual sales of \$2bn, the board has opted to retain

a diversified group with development firmly rooted in the Mexican economy. Vitro, on the other hand, has chosen to consolidate its position in glass manufacture and last year bought two US glass companies (Anchor Glass Container and Litchford). As a result its \$2.5bn sales make Vitro the world's leading glass container manufacturer with its market almost equally split between the US and Mexico.

The debate in Monterrey today is whether you are in a regional or a global business, says Peter Hutchison, Alfa's finance and planning director. "We (Alfa) concluded we were more of a regional business that would need to defend itself against growing US competition and would also take advantage of the US market. This of course does not mean we are not interested in - or aware of - global markets."

Such a view is reinforced by the recent decision of the Mexican and US governments to push for closer integration of their trade. Even without such a political push towards a free trade area, management at Alfa and other Monterrey companies have been obliged to view the US as a natural extension of their domestic market.

Ever since Mexico joined the General Agreement on Tariffs and Trade (GATT) in 1986, Mexican companies have been slowly (and painfully) made to realise that the comfortable days of protectionism are over. "Everyone here now understands what it means to be competitive," says Hutchison. "Vitro, which has a near monopoly in Mexico of glass containers and glassware and is the country's sole flat glass manufacturer, quickly saw its potential vulnerability once the economy started to open up. "We began to feel the first effects with the lowering of tariffs in 1988," says Hugo Jaime Garcia, in charge of banking relations at Vitro. The debate at Vitro was then whether to consolidate its core business or take advantage of deregulation to diversify. Vitro had already branched out into the domestic appliance sector.

At Alfa the considerations have been more complex. The product of a merger in 1974 of the Garza Sada families' steel and paper interests, grouped round Hysa and Titan respectively, Alfa is by nature a hybrid. During the early phases of the debt crisis, Alfa's creditors sought to prune the group back to a core of steel and petrochemical interests.

However, the management turned the group round faster than expected and was able to hang on to the bulk of holdings. Thus last year steel accounted for 37 per cent of sales, petrochemicals for 35 per cent, while automotive parts, food and packaging comprised the remainder. With the Mexican economy recovering and a domestic market of almost 90m inhabitants which it knows well, Alfa sees no reason not to be diversified. Indeed, it is poised for expansion.

"We are considering leveraging up again," says Hutchison. "But we have learned our lesson, and you will see us leveraging up in a conservative way. We are not going to repeat the same mistakes again." The debt/equity ratio now stands at 60 per cent. Alfa management, with the benefit of hindsight, feels the basic mistake that reduced the group to technical bankruptcy in the early 1980s was not rapid diversification. Rather the blame is put on the group's inadequate financial structure.

Alfa has traditionally placed emphasis on joint ventures, and increased international competition has confirmed the wisdom of this strategy. "Three quarters of our non-steel business involves joint-ventures... We have the culture of joint ventures," says Hutchison. Multinational partners include Alcoa, Amoco, BASF, Dupont and Ford. "It is a question of do you fight them or join them?" he adds.

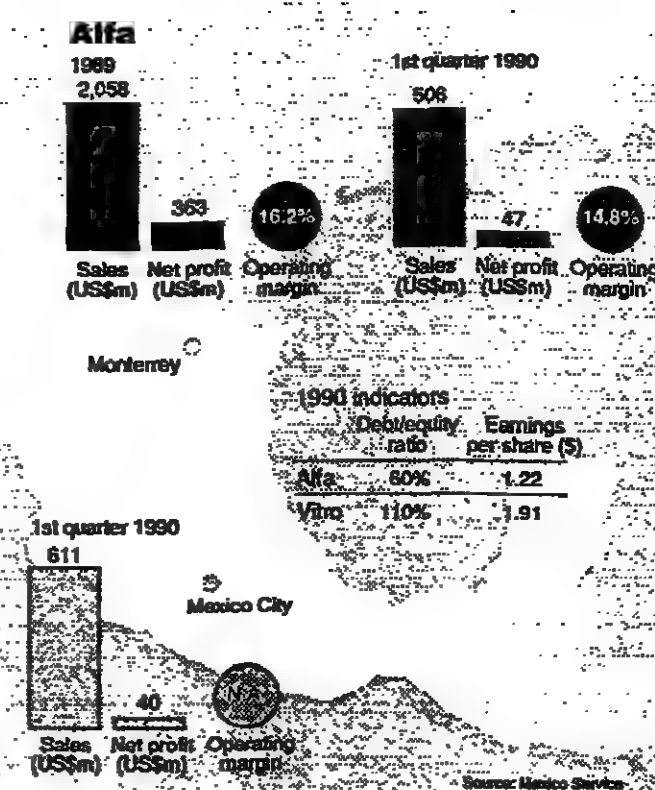
The biggest strategic dilemma Alfa faces stems from its steel activities. The Mexican Government recently decided to privatise Sidermax, the state-owned steel company

which shares the local market 60:40 with Alfa's Hysa. Alfa must choose whether to bid for all or part of Sidermax and so risk making the group top-heavy with steel.

Alfa's annual production of 1.6m tons continues to be protected by a series of government measures, which the management feels is entirely justified given Mexico's level of development. It has a niche export market of steel pipes to the southern US oil industry. But Hysa would be vulnerable if, say, the government encouraged the Japanese to take a stake in Sidermax. Alternatively, Sidermax may find no bidders. Either way, Alfa may well find itself forced to bid for Sidermax - above all else as a defensive measure.

For Vitro, the best form of defence against competition has been attack: buying into the US glass market. "We saw during the 1980s the consolidation of international glass groups at the global level," says Garcia. "In the US since 1980 the number of groups has almost halved so that now there are just over 15. We also saw the trend towards international alliances like Saint-Gobain/Owens."

Vitro has grown rationally and vertically out of brewing, then into glass bottling and moulded parts, then into detergents, paper moulders, flat glass, silicates and finally



UK management consultants

Still going strong - but slower

By Simon Holberton

Is the boom in management consultancy coming to an end? Is one of Britain's fastest-growing service industries evolving into a more mature industry?

As with all such questions there are as many who would answer yes as no, but one thing is clear from the Management Consultants Association's latest analysis of its members' fee income: the rate of growth in income may be slowing down quite markedly. On the basis of first half-year fee income of \$384m, the MCA is projecting total fee income for the year of about £750m, or some 18 per cent up on 1988. This growth compares with an annual average growth in income of 34 per cent in the three years to the end of 1988.

A further indication of the slowdown in activity appears in the number of consultants employed. In publishing its figures yesterday, the MCA said net staff at the end of June was 7,130 against 6,760 at the end of last year - a five per cent rise. This compares with a more than 40 per cent rise in 1988.

The MCA is conservative when it comes to making predictions and its assumption that the second half of 1990 will produce no more income than the first may be no more than that. But if its prediction proves correct - and the economic backdrop is not propitious for either industry or the consultants - then 1990 will prove to be a year in which "through-the-year" growth in income came to a standstill.

Inertia, however, will mean that 1990 is still a record year as far as income is concerned. If the Association is correct in estimating that its 31 members are responsible for 70 per cent of the fee-paying management consultancy industry, then 1990 may turn out to be a 21st year for British consultants.

The MCA's membership covers a broad spectrum of the consulting industry. Brian O'Rourke, the MCA's executive director, reports that higher growth rates have been skewed towards the large firms, while the medium-sized and small consultancies are growing at a slower rate.

David Miller, president of the MCA, says the outlook is mixed. "Some have full order books; others expect repeat business to be strong but new business not so strong." He adds that few expect the second half of this year to be worse than the first.

As the analysis of fee income below shows, growth in fees from information technology still makes that the best performing business area. O'Rourke says that the bias towards IT and manufacturing has tended to benefit the larger members of the MCA.

O'Rourke, the only man who goes to see the disaggregated data firm-by-firm, says that the larger consultancies have achieved much higher growth rates in the IT and manufacturing areas than the average suggests, while the smaller consultancies are below the average.

The public sector is a huge supplier of work to management consultants. The MCA says that the growth in fees earned from work for the public sector was 13 per cent. O'Rourke says this area of business remains hotly contested and there were many more players tendering for the available work. Health and defence remain strong markets.

Miller says the public sector as a market was likely to become erratic as the next general election drew near, with some projects being accelerated and some deferred.

UK consultants' fee income (%-year)

	1989(£m)	1990(£m)	%
Information technology	89	135	51
Manufacturing Mgt & Tech	34	42	31
Other services	186	175	5
Public sector	92	104	13

*Including finance and administration, corporate strategy, marketing and human resources
Source: Management Consultants Association

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Enquiries to the Joint Administrative Receiver
R Marsh ACA, Price Waterhouse, 9 Bond Court,
Leeds LS1 2SN. Telephone: (0532) 442044.
Fax: (0532) 441401.

Banbury Horseboxes Limited

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(In Receivership)
Blackpool

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For further details please contact the Joint Administrative Receiver:

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Grant Thornton,
20 Winkley Square,
Preston PR1 3JJ
Tel: 0772 53883
Fax: 0772 202620

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Polish Investment Company PLC acting on behalf of the liquidator and the Polish Ministry of Industry, offers for sale the assets and liabilities of Struga, a textile manufacturer located in Lodz, Poland.

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For further information please phone George Mule at
Polish Investment Company PLC on 071 495 3490,
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ARTS



EXHIBITIONS

London

The Royal Academy. The 222nd Summer Exhibition - the oldest established and largest open submission exhibition in the world. It covers the broader centre ground of professional British art. Daily until August 18; sponsored by the Dai-ichi Kangyo Bank.

The Tate Gallery. On Classic Ground - a large exhibition devoted to French, Italian and Spanish art of the first four decades of the century. Until September 2; sponsored by Reed International.

Paris

Galerie Schmit. French masters of the 18th and 20th century. There are works by Pissarro, Degas, Delacroix, Cezanne, Gauguin, Manet, Monet, Renoir and Picasso. 386, Rue Saint-Honoré, closed Sundays and lunchtimes, ends July 18 (4263636).

Centre Georges Pompidou. Andy Warhol. Some 200 works trace the career of the multi-faceted artist, who, born of Czechoslovak immigrant parents in Pittsburgh in 1928, became one of the main representatives of American Pop Art and part of the Underground Culture scene. Beauvoir, closed Tue, ends Sept 10 (4277123).

Grand Palais. Joseph Wright of Derby. Some 80 paintings and 30 drawings sum up the career of the 18th century portraitist who introduced the *chiaroscuro* into English art. Closed Tue, Wed late closing, ends July 23 (4263610).

Galerie d'Art Saint Honoré. A Flemish 15th century retablo. Around a large-scale 18th century Adoration of the Magi painted by an anonymous artist who combined to great effect northern realism with more than a dash of Italian mannerism. Monika Kruch assembled other works of religious inspiration. 287 Rue Saint Honoré (42601503), open Mon-Fri, ends Sept 15.

Palais des Beaux-Arts. 23 Rue de Valenciennes. Fondation Maeght Show with paintings, drawings by Miro, Giacometti, Chagall, Aichinsky, Dubuffet, Sam Francis, Hartung, Kandinsky, Elsworth Kelly, Matta, Tapis, Calder, Bram Van Velde. Selective Affinities: Paul Armand Gette and Rene Magritte. Closed Mondays.

Martigny

Fondation Pierre Gianadda. Modigliani. Some 50 oils, as many drawings and some sculptures form an important retrospective of the Italian-born artist living at the beginning of the century in the feverish atmosphere of Montparnasse and Montmartre. Open all days. Ends Oct 28 (2622397).

Brussels

Palais des Beaux-Arts. 23 Rue de Valenciennes. Fondation Maeght Show with paintings, drawings by Miro, Giacometti, Chagall, Aichinsky, Dubuffet, Sam Francis, Hartung, Kandinsky, Elsworth Kelly, Matta, Tapis, Calder, Bram Van Velde. Selective Affinities: Paul Armand Gette and Rene Magritte. Closed Mondays.

Antwerp

Rembrandt Bugatti and Belgian Animal sculpture (1880-1930). Museum, the exhibitions details the developments of Russia from a great empire to a

Essen

Villa Hugel 15. St Petersburg around 1800. This is the third exhibition to be mounted by the Royal Academy in London since 1984 by Berthold Beitz, head of the Alfred Krupp foundation. With 555 pieces on loan from the Hermitage Museum, the exhibition details the developments of Russia from a great empire to a

Madrid

Museo del Prado. Sanchez Coello (1531-1588). Some 50 paintings by this Spanish artist born in Valencia, predecessor of Velazquez. Ends July 30.

Palacio de Velazquez. Roman Bronze Objects in Spain. Over 500 objects from different Spanish museums. Closed Mondays.

New York

New York Public Library. More than 125 documents of the Abolitionist Movement, including photographs, letters and rare books, display the spirit and drive of the long effort to free the slaves. Ends Sept 15.

Florence

Palazzo Vecchio. The age of Masaccio, lying in with the reopening of the Brancacci chapel in the Church of the Carmine after a six-year restoration on the cycle of frescoes by Masaccio and Masolino, are 109 works by painters and sculptors who worked in Florence in the golden years between 1401 (the date of Masaccio's birth) and 1440. Ends Sept 30.

Naples

Castel Sant'Elmo. In the Shadow of Vesuvius: Naples through the eyes of European artists between 1400 and 1800: fascinating collection of over 300 oils, water-

colours, prints and drawings of a city which has proved irresistible to artists and travellers for nearly five centuries. Ends July 21.

Venice

Palazzo Ducale. Titian. This exhibition organised jointly by the Venice local council, the Arts Ministry and the National Gallery in Washington marking the 5th centenary of the painter's birth is the largest for over 50 years Oct 7 and goes to Washington.

Bologna

Galleria d'arte Moderna. Giorgio Morandi retrospective. Over 300 works lent by Italian and foreign museums celebrating the centenary of the painter's birth. Limiting himself almost entirely to still-lives and landscapes inspired by the countryside around his native Bologna, Morandi has been described as the painter of silence. Ends Sept 2.

Mannheim

Städtische Kunsthalle. Moltkestr. 9. Emilie Bernard, a painter always in the shadow of Van Gogh and Gauguin, is honoured with a retrospective of 170 early paintings. Ends August 5.

Chicago

Chicago Historical Society. The Land of Lincoln does its most famous citizen proud in the exhibition A House Divided. America in the Age of Lincoln, with documents, mementos and personal effects of the Great Emancipator. Art Institute. Before going to the Royal Academy in London later in the year, Chicago gets to see Monet's series paintings, including Haystacks, Poplars and Rouen Cathedral, all from the 1890s. Ends August 12.

Tokyo

Toten Museum. Perfume Bottles by Rene Lalique. What better venue for this charming exhibition than this former imperial residence whose main doors were designed by Lalique and whose Art Deco interior must surely be rated one of the finest in the world. Closed on alternate Wednesdays.

Moscow

Museum of Modern Art. The first retrospective in America in 36 years marks the 50th birthday of Francis Bacon with 80 works dating back to his figure studies of the 1940s.

Metropolitan Museum of Art. The Russian Taste for French Painting, representing three centuries of French masterpieces from the Hermitage and Pushkin Museums, covers Poussin to Matisse. Among the 51 works are major paintings by Watteau, Fragonard, Ingres, Manet, Mennor, Gauguin and Henri Rousseau. Ends July 29.

Museum of Modern Art. An internationally organised exhibit of Matisse's paintings and drawings from 1912 and 1913 during the critical period of his Moroccan stay. Ends Sept 4.

Washington

National Gallery. More than 90 prints by Edvard Munch show the Scandinavian artist at his most colourful and prolific, mingling his familiar emotional themes of anguish, jealousy, death and loneliness.

National Gallery. More than 10 media are included in the major show of 112 of Jasper Johns' drawings over 35 years. Ends July 29.

Hirshhorn Museum. Paintings, drawings and sculptures from the Bay Area figurative movement of the 1950s and 1960s include works by Richard Diebenkorn, Elmer Bischoff and sculptor Manuel Neri among the 88 pieces on view.

National Museum of African Art. The national tour of artistic and religious objects, much of it sculpture, encompasses nine centuries of Yoruba civilisation. Ends Aug 28.

Chicago

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OPERA AND BALLET

London

Royal Opera, Covent Garden. *Arabella*, one of the company's more elderly productions, is revived for Kiri Te Kanawa as heroine and Jeffrey Tate as conductor. The cast also includes Marie McLaughlin, Peter Weber and Anne Howells. The first production in London for more than a century of Rossini's *Cuddeauze Tell* is a mixed success but still worth catching. It is produced by John Cox, conducted by Michel Plasson, and has Gregory Yurisch, Chris Merritt, Lella Cuberli and Robert Lloyd in leading roles. More performances of the company's much-revived *La Bohème* production by John Copley, Antonio Pappano conducts, and principals include Roma Tokody, Dennis O'Neill and William Shimell.

English National Opera, Coliseum: no performances until August.

Paris

Opera. *La Sylphide* in Pierre Lacotte's choreography replaces *La Bayadere*, which will be produced later on (4745377).

Munich

Opera. Munich Opera Festival until July 31 offers *Semiramide*

in a concert version with star singers Edita Gruberova, Julie Kaufmann, Samuel Ramey, William Mattenand. The new *Tristan* production is by Hans Neugebauer with Julie Kaufmann, Elke Wilms-Schulte, Ulrich Röss, Damacio Gonzales and Georgina von Benza. *Lohengrin* in August Everding's production features Lucia Popp, Janis Martin, Kurt Moll, Ekkehard Wlaschka, and is expertly conducted by Wolfgang Sawallisch. *Madama Butterfly* is sung by Julia Varday as Abigail. Jewgeni Nesterenko and Alain Fondary in other parts. Also the wonderful *Le Nozze di Figaro* production with a first rate cast led by Pamela Coburn, Ann Murray, Samuel Ramey, Barbara Bonney and Cornelia Wulkopf.

Stuttgart

Opera. *Die verkaufte Braut* is a well done repertoire performance. *East Der Fliegende Holländer* with Simon Estes in the title role.

Merida

Spanish summer festival. Moscow Stanislavski Theatre Ballet. Prokofiev's *Romeo and Juliet* in a magnificent setting. Merida's Roman amphitheatre. Mstislav Rostropovich conducts the Deutsch-Sovietische Junge Philharmonie, choreography by

V. Vassiliev, special appearance by Maximiliano Guerra (1-338 24 83).

Milan

Teatro Alla Scala. Rudolf Nureyev dancing the part of the magician Rothbart in his version of *Swan Lake*, with Isabel Seabra and Charles Jude alternating with Isabelle Guerin and Oliver Matus. Elisabeth Maurin and Andrei Fedotov (80.91.26).

Rome

Roma/Europa Festival. Dance events this week are Dore Hoyer's 1983 work *Affetto Humano* performed by Arla Sievert and the Dresden Theatraler Staatsschauspiel at Villa Massimo, the recently formed Spanish dance company Llanolina Imperial and Indian, Balinese and Thai classical ballet from the Theatre of Bangkok at Villa Medici (info 33.30.28; tickets 654601 and 5751243).

Verona

Arca. 16th festival offers the usual menu: *Aida*, conducted by Nello Santi, with Maria Chiara and Nicola Martinucci, Carrara with Grace Bumbry and Giuseppe Giacomini and Daniel Oren conducting *Tosca* with Giovanna Casola and Alberto Cupido (25151).

Venice

Teatro La Fenice. Hans Graf conducting a concert performance of Beethoven's *Fidelio*, with Mary Jane Johnson, James Wagner, Kurt Rydl and Mario Bologna (5210161).

Spoleto

33rd two worlds festival. Last two days of the festival offer the extraordinarily exciting young Argentine dancer Julio Bocca dancing with his own company and soloists, Eleonora Casanova and the Rome Opera Company's *Raffaello Pagani* at the Teatro Romano and a spare and abstract production of Strauss's *Elektra*, with Deborah Polaski giving a moving performance in the title role (40265).

New York

Bolshoi Ballet. The 180-strong company performs *Romeo and Juliet* this week and *Ivan the Terrible* next. New York State Theatre, Lincoln Center (387 7171).

Tokyo

Cav & Pag. performed in Italian by the Fujiwara Opera, conducted by Michelangelo Veltri, with guest artists Ermanno Mauro (Mon, Wed), Piero Cappuccini (Mon only), Tokyo Bunka Kaikan (224 5635).

THEATRE

London

Anything Goes (Prince Edward). Cole Porter's silly ocean-going 1930s musical has four or five marvellous songs and Louise Gold trying to emulate Ethel Merman. Jerry Zak's desperately bright production comes from the Lincoln Center in New York and is undemanding fare (071 734 8851, cc 071 836 5423).

Jeffrey Bernard is Dawell (Apollo). Tom Conti is the alcoholic journalist who embodies a Faustian, say-saying life force while committing public suicide by vodka. Keith Waterhouse has stitched a fine play, the season's highlight, from Bernard's own writing. Ned Sherrin directs (071 427 2683).

Aspects of Love (Prince of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garnett's 1965 novella. Musically interesting and well directed by Trevor Nunn, a cast of unknowns project the right sense of byzantine insouciance. A probable, but unspectacular, hit (071 839 5872).

Shadowlands (Queen's). Four-tissue weepie about the love affair between crummy Oxford writer C.S. Lewis and the cancer-riddled American poet Joy Davidman, which pushes both Nigel Hawthorne and Jane Lapotaire into the awards stakes. William Nicholson's play is irresistibly emotional. Elijah Moshinsky's direction is superb (071 734 1168/071 438 3849).

The Wild Duck (Phoenix). Peter Hall's revival of Ibsen's tragic comedy champions the great Norwegian's humorous potential. Alex Jennings, David Threlfall and Nicholas McAuliffe head the cast (071 240 8681).

Absurd Person Singular (Whitehall). Robust revival of early Ayckbourn comedy, directed by the master himself, about three couples at Christmas in three kitchens over three years. Moira Redmond, Richard Kane and Lavinia Bertram on fine form in a production which confirms Ayckbourn's early bleakness (071 367 1119).

Henry IV (Wyndham's). Pirandello's cat's cradle of fantasy and reality, identity and time in a production by Val May the subtlety of which belies its pre-production hijinks. Sarah Miles left the cast, but Richard Harris stayed to give a star performance as the nobleman who thinks he is an 11th century king (071 567 1116).

New York

Cat on a Hot Tin Roof (Eugene O'Neill). Kathleen Turner, whose statuesque good looks embody Tennessee Williams' vibrant character Maggie, is surrounded by an excellent supporting cast in Howard Davies' production. Grapes of Wrath (Cort). The Steppenwolf company's interpretation of the Steinbeck epic novel brings alive the 1930s brought alive in its squalor as well as its test of human strength. Gary Sinise as Tom Joad stands out

in Frank Galati's adaptation. **Heldi Chronicles (Plymouth).** Wendy Wasserstein's award-winning drama covering 20 years in the life of a successful Amherst baby boomer goes from support for Eugene McCarthy's presidential aspirations to electoral ambitions in the 1980s, accompanied by the musical and emotional flavour of the period (239 6300).

Gypsy (St James). This 30th anniversary production does more than revive a rich, vivid musical; it also introduces a new better in the Merman tradition, Tyne Daly, as the bossy, tireless and tureloup Rose, who shamelessly leads her daughter into burlesque while rejecting a personal life for herself (246 0102).

Grand Hotel (Martin Beck). Tommy Tune, Broadway's present musical doctor, directs this remake of the Garbo film to at least shake the bones of this inert depiction of lives crisscrossing in an elegant, but somewhat random setting (246 0102).

Sweeney Todd (Circle in the Square). An intimate production of the Sondheim-Wheeler musical in contrast with the elaborate original a decade ago emphasises the descent into madness of Bob Fenton as the demon barber of Fleet Street (239 6300).

Jerome Robbins' Broadway (Imperial). Anyone attracted by the notion of three hours of film trailer previews will adore this compendium of Robbins' directed and choreographed plays of the past 40 years, including *On the Town*, *West Side Story* and *Cygnets*. The lustre of the credits is dimmed by the brevity of each

piece, with a contemporary crew of Broadway aspirants who lack the multi-talents that inspired the heyday of the musical. **Cats (Winter Garden).** Still a sell-out, Trevor Nunn's production of T.S. Eliot's children's poetry set to music (239 6302).

Chicago

Steel Magnolias (Royal George). Ann Francis and Marcia Rodd play the leads in this view of southern life from under the dryers in a busy hairdressing establishment (568 9000).

The Gospel at Colonus (Goodman). The season concludes with a visit from this widely toured, spirited version of Sophocles, set in an Afro-American Pentecostal church. Ends Aug 12 (443 3800).

Tokyo

Kabuki. Kabuki-za (541 2181). The mainline at 11am is a mixed programme that includes a spectacular lion dance, while the 4.30pm performance consists of the even more spectacular full-length play, *Tayukin Tokubei*, featuring magic and mysticism with kabuki superstar Ennosuke, master of the quick-change routine. Excellent earphone guide in English and English-language programme. Meanwhile, the National Theatre (265 7411) has a "kabuki classroom" that consists of a lecture demonstration (with earphone translation into English) followed by a performance of *Osaka no Ito* (*The Fox Princess*) - an excellent introduction to kabuki. Opens Wednesday.

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ARTS

Minor masterpieces

When most dealers and collectors were interested in the Renaissance and Impressionism, the Hazlitt Gallery - and since 1978, Gooden & Fox - was bringing to our attention the Baroque and the Baroque School. It has shown the speciality of the house - to focus on the unfashionable and the off-beat.

After an interval of some 20 years, the gallery has once again staged an exhibition of Italian Old Masters. The difference now is that the 17th century is no longer a *recherché* taste. Values of Old Masters have soared in spite of a diminishing number of great pictures on the market since the hey-day of the late 50s.

The return to the South came about because of the recent appearance at auction of a small canvas by Pierre Hubert Subleyras which the gallery had exhibited in 1968. Director Jack Baer determined to buy the picture back and to present another show of 'Italian and the Italianate'. Gracing the gallery walls in 1966 were works by Pontormo, Perino del Vaga, Annibale Carracci, Domenichino and Cavallo.

Four are now in museum collections.

In these leaner years, Hazlitt's has succeeded in gleaming an impressive gathering. In large part due to new rediscoveries and attributions, and by the return of pictures which were acquired through the gallery. The ones, perhaps characteristically, are on minor masterpieces by the great

names, and major works by minor masters.

Two pictures have found their way into national museums. In pride of place, cordoned off by red rope, is an *Adoration of the Magi* by Carlo Dolci, acquired by the National Gallery some 100 years after it was first offered (it originally went off to Buenos Aires instead). Dolci still may not be to everyone's taste - he is not in my Pantheon - but it is impossible not to respond to the solemn tenderness and awe that unite the figures around Christ.

A magisterial Joseph gestures towards the black Magus who has fallen to his knees, his proud, protective gaze fixed on the Christ Child. An infant servant carefully passes the final gift to the third king, the pair deeply conscious to whom they offer tribute. Dolci, a pious man, gives us an impeccably mannered Christ Child, who graciously blesses one potentate with one hand while the tips of the other are gently cradled by the Virgin.

It is equally impossible not to respond to the brilliance of the richly embroidered silks, brocades, velvets and furs, or to the engaging serpentine necks of the camel in the distance. The now resplendent canvas, never cleaned or relined until its recent move to Trafalgar Square, will probably never be lent again.

Past a small Guido Reni head of St John on copper, is a cool and stately *Portrait of a young man* by Francesco Albani, a cousin and brother-in-law of the artist. Sir Denis Mahon has identified her as a

lost late Guercino commissioned by the Bolognese Ambassador resident in Rome in 1647, related to the half-length Persian Sybil bought by the Governor of Canto a month later, and now in the Pinacoteca Capitolina in Rome. From the Caravaggisti come a sombre early Mattia Preti, another rediscovery, of Daidalos fixing the wings on Icarus (wait a moment for the sun to shine through the gallery skylights) and the Birth of the Virgin by the unmistakable hand of Francesco del Cairo.

As well as set-piece stage histrionics such as Solimena's Joseph and Potiphar's Wife, there is also the intimate, enchanting and fantastical. A hunting party chases across a slice of *piastrina paesina*, connected by Filippo Napoletano. The artist exploits the natural markings of the stone which suggest craggy rocks, foliage and a distant hill town in much the same way that Alexander Cozens used ink blots as a point of departure. The historian Baldinucci tells us that while the Grand Duke Cosimo II took to his bed, the artist would devise such scenes for his amusement.

Italians predominate here, though there is a sprinkling of those Northerners who were drawn to Italy by the lure of its Classical past and the beauty of the Roman campagna. Subleyras takes his inspiration for a satyr and a bacchante before a pagan god directly from a Castiglione painting. From the Cologne-born Goffredo Wals, whom Baldinucci informs us was the teacher of Claude (who



Carlo Dolci's 'Adoration of the Magi,' acquired by the National Gallery

is also represented here), comes a haunting landscape on copper. The small picture will sit happily in the octagonal 'cabin' at the National Gallery of Scotland. It is accompanied by another Wals, this time on canvas, in which the open, light-filled space of the middle distance seems almost to have the eeriness of De Chirico.

Bazzoli or preparatory sketches are another favourite of the house. Visconti's oil studies of architects are out of the ordinary and delightful.

Susan Moore

King Lear

ROYAL SHAKESPEARE THEATRE, STRATFORD-UPON-AVON

The RSC's new production makes *Lear* a very visual play, not in the conventional sense of spectacle but as a freeze of figures against a background of nature, spinning, sick and distorted; a nature which must, as we know, be redeemed.

The tone is set by the stark angles, clean spaces and sudden radiance that characterise David Fielding's designs. The stage within the stage is in fact a cubed box, a giant tea-chest, two sides open, revolving to reveal two others: a smudged grey-washed background and a metallic wall with rungs leading to a giddily high-set door. Its most brilliant use is during the storm when the box swivels to show Lear and the Fool staggering through their bright, antiseptic hell. The square of light against the cloudy background also spins, nature out of joint.

The costumes are indeterminate, extending from flannel trousers to armour. In his mad scenes Lear inspects the sadistic serried sheaves of corn in a tenderly pastoral vision that recalls the RSC *Tempest* from the same director (Nicholas Hytner) and designer, and with the same leading actor, John Wood.

Madness provides Mr Wood's finest moment. His vocal range here takes in piping jocularly and booming joviality without the suspicion of calculation that dogs some of his vocal effects. The lightening of the mood into delicately unbinged humour is a relief: not least because the actor has started at such a pitch of emotional vividness that one wonders after his first scene where he has left to go. This *Lear* is already tottery at his entrance. His forefinger continues to stab the air after his words have petered out and his courtiers shuffle in embarrassment at what is obviously habitual forgetfulness. The voice is already virtuosic, from baritone growl to chesty rasp, the humanisation of *Lear* through grizzling self-pity is conveyed by his fading into a dotty Home Counties brigadier.

What is missing is the play's explicit and implicit contrast between belonging, the warmth of being an insider - whether through familial ties or simply shelter from the elements - and the unforgiving savagery outside.

Even the welcome hovel is merely a tilting floor under which Poor Tom crouches. The *huts* close to emphasise the individual characters' contri-

bution to their own hell, beautifully summed up by Sally Dexter's Regan. Eminently human, she's reduced to defensive tears by her father's unreasonableness, goaded into a pleadingly defensive support of her sister, melted by Mr Wood's "If you love old men..." only to snap out of it when he files into one of his rages, and patently shaken when he stalks out of her home.

These characters' self-determination makes a very cold fish of Edmund. Ralph Fiennes has the insidiously melodious attractiveness of John Day's snake in a golden skin "that smiles and kills" - except that he doesn't smile much, lying rigid, before worshipping nature and thereafter pursuing his ends as undefeatable as a torpedo. There is a very proper Machiavel here; I suspect this gifted young actor may one day be happier with the confining leer and the humped back than the lyrical throb that currently fails to his lot.

As if to compensate for the lack of a jungle (the animal imagery for once sounds no echo), the production whips up the odd frenzied set-piece: the madness in the storm, no distinction between the sorts of insanity, real or assumed, of Lear, Fool and Edgar's Poor Tom (Linus Roache, too convincing for feigned madness); the organic violence of the eye-plucking which leaves its protagonists exhausted and vomiting. Regan's hand frozen in mid-air as the family malady strikes her.

Supporting roles are studiously played. Linda Kerr Scott's splendid, gnomish Fool is a sexless puppet, an ageless Bisto Kid, dandled on Lear's knee like a ventriloquist's dummy or hung up on a peg like an unwashed doll. Alan, her words are largely inaudible.

Paterson Joseph's whinnying cockney meretricious of an Oswald eventually jars when his insistence on playing it for laughs leaves him high and dry in his death scene. Norman Rodway's Gloucester is dependable, Alex Kingston's Cordelia brisk but colourless, David Troughton's Kent prosaically earth-bound. But in the year of multiple *Lears* (the National and Renaissance yet to come) John Wood stakes an early claim for pre-eminence. His performance gains imperium as it loughs off mannerism, whittling the king down to the poor forked thing, purged and tempered, that finally takes its place in the human race.

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A cold light on Houston


Mr Ridley's bad judgment

POLITICS TODAY

Why Britain should copy Germany

OBSERVER

6 Jasper always likes an Opening Night as he thinks it refers to Clicquot.



CHAMPAGNE OF THE SEASON



VEUVE CLICQUOT

LA GRANDE DAME DE LA CHAMPAGNE

INTERNATIONAL COMPANIES AND FINANCE

Gallimard family ready to cede control to end feud

By William Dawkins in Paris

THE LINGERING family row at Gallimard, France's largest independent publisher, looked set to end yesterday, with share sales agreements that will pass majority control of the group into non-family hands.

Mlle Françoise Gallimard, one of the founder's four grandchildren, has agreed to sell her 12.5 per cent stake in the family company to Banque Nationale de Paris, the state-owned bank, while her brother Christian selling his 11.8 per cent stake to BNP.

This follows their younger sister Isabelle's decision three months ago to sell her 12.5 per cent stake to BNP, which will now end with 36.3 per cent of Gallimard. Adding other outside shareholders, the agree-

ments mean that 54.3 per cent of Gallimard's equity has now passed out of the family's hands.

The feud was between Christian, now a publisher in Switzerland, and his younger brother Antoine, currently managing director of Gallimard. They had fought for control since their father sacked Christian as managing director and put Antoine in his place.

No price was disclosed for the sale of Françoise's shares, though Henry Ansbacher, the investment bank which arranged the deal, said the price was on the basis of its own valuation of FF1.82bn (\$330m) for the group. That implies a value of FF1.23bn for 12.5 per cent of Gallimard.

Gallimard has one of

France's most prestigious lists of authors and annual sales of FF350m.

A small shareholder in Banque Nagelmackers 1747, Belgium's oldest bank, is to seek the suspension of a friendly bid by BNP.

Carinvest, an investment company which owns 1 per cent of Nagelmackers, will apply to a court in Brussels today for a suspension of the bid, on the grounds that it was given misleading information.

Banque Nagelmackers agreed in April to sell BNP its banking activities and to spin off its property and investment interests into a separate company. But BNP offered to buy both parts of the Belgian bank a month later, after shareholders had agreed the earlier offer.

NEWS IN BRIEF
Components maker in rights issue

KOLBENSCHMIDT, the West German vehicle parts maker, plans a two-for-11 rights issue at an offering price of DM240 a share, Agencies report. The 51 per cent-owned affiliate of metals, chemicals and trading group Metallgesellschaft will raise about DM118.1m (\$72m) if all the rights are exercised.

Proceeds will be used to help finance construction of a new foundry, increase Kolbenschmidt's product range and broaden its geographic spread into eastern Europe, especially East Germany.

● Veba, the diversified West German energy group, said that group net profit in the first half of 1990 would be around the level achieved in the same period last year, or DM443m (\$269m).

Veba said it had increased its planned investments for the next five years to DM30bn from DM24bn to enable the group to expand into East Germany.

● Saint-Gobain, the French glass group, said it expected to provide \$770m from general corporate funds to finance its \$1.9bn tender offer for Norton, the US abrasives concern, instead of the \$400m previously reported.

In a filing with the US Securities and Exchange Commission, Saint-Gobain also said that a subsidiary, CertainTeed, would borrow \$230m for the deal instead of \$600m.

● DSM, the Dutch chemical group, said it had postponed plans to sell off its 56 per cent stake in retailer Macintosh. The statement coincided with an announcement by Macintosh that it had broken off talks with investment group HAL Holding on a friendly bid for Macintosh by HAL.

● Grundig, the German consumer electronics group, lifted 1989/90 group net profit to DM147m (\$89m) from DM140m. Group sales rose to DM3.5bn from DM3.4bn.

Sales in the first quarter of 1990/91 increased by 46 per cent from a year earlier, mostly due to television purchases connected to the football World Cup.

Big fat Giant makes plans to slim

Katharine Campbell on the new chief's aims for German bank BfG

Bank für Gemeinwirtschaft, the big German bank which has long had a reputation as an unwieldy and costly mammoth, is trying to lose weight rapidly - to become, in the words of Mr Paul Wiewandt, its new chief executive, "a quite normal national bank."

That may sound an unremarkable objective for West Germany's sixth largest bank (among those operating countrywide). But it is no mean task for Mr Wiewandt, who arrived on the 34th floor of the Frankfurt skyscraper in March, after six years and a successful clean-up operation at Landesbank Rheinland Pfalz, the Mainz-based state bank.

He says only that he is attracted by the scope of the challenge and the prospect of a national rather than a regional bank to manage. Unflamboyant, but earnest and convincing, he will need all his powers of persuasion as he struggles to implement the bank's recently unveiled resuscitation strategy - alleged to include shedding more than a third of the staff.

BfG is in trouble - even more so than in previous years.

The bank has always been overstaffed and has a separate union pay agreement long held to be more generous than the common rate at other German banks.

Mr Wiewandt, who may not for long be able to claim to be "no expert" on pay negotiations, will not be drawn on exact comparisons.

The German concept of Gemeinwirtschaft, or social economy, was compromised in the course of the scandal of Neue Heimat, the property group which collapsed with

debts in excess of DM12bn in the mid-1980s. BfG, as the trades union house bank, was closely involved, and the unions' subsequent lack of funds necessitated the sale of 50 per cent of the bank to Aachener und Münchener Beteiligung (AMB), the big West German insurer.

The problems did not stop there. AMB, which paid DM1.9bn (\$1.16bn) for its stake in 1987, may feel that the price was a touch steep for what was

market's concern over a steady stream of bad news from BfG, had to resort to a premium rights issue as an indirect way of soliciting most of the required funds from the Italian group Fondiaria. There is talk that AMB might want to find a taker for part of its BfG stake.

Angry union sources last week leaked details of the new strategy allegedly containing plans to sack 2,700 of the 7,340 employees and close 60 of 240 branches. Mr Wiewandt "will

neither confirm nor deny" these reports. He says a consensus must be formed, and indirectly hints at the magnitude of this task - tough in any German company, let alone an ex-union bank with a supervisory board peppered with leading trade unionists.

In a vague profits outlook, he says: "Our first goal is a pre-tax profit return on declared equity of 15 per cent, or DM150m in 1993 or 1994 - the timing largely depends on when we can achieve a consensus for the general concept."

Mr Wiewandt is reckoning with associated costs of more than DM100m, though he hastens to add that not all these will be incurred in redundancy payments.

The cuts come in the context of a sweeping rationalisation of the bank's business. BfG will keep a countrywide presence in West and East Germany, but it will reorganise the branch network, from board level down, into four distinct product lines. However, not all branches will be active in all four areas.

AMB, whose underperforming share price reflects the

One section will specialise in private customers, with a monthly net income of DM2,500-DM5,000, neatly overlapping with AMB's clientele, with the aim of increasing the bank/insurer cross fertilisation.

Another will target small to medium-sized companies, with yearly turnover between DM5m and DM250m. Mr Wiewandt says that the bank has plenty to do to maximising existing relationships, before seeking others.

A third area will cater to institutional investors - where union and union-related clients will remain strong. Finally, BfG will build on its real estate financing and related services capability, and has hired a specialist from Deutsche Bank, Mr Hans-Jörg Vetter, to head that side.

Internationally, the bank only has investment resources to build long established East-West ties, says Mr Wiewandt. Western Europe can be covered by co-operation - notably BfG's French and Spanish ventures.

He strongly hints that he will close the New York and Hong Kong operations, keeping a profitable subsidiary in Switzerland, and a London branch and Luxembourg subsidiary for funding purposes.

Asked about the troublesome union connection, he says: "Most private customers already choose the bank quite independently of ideological factors." - though the consequences given to union members for most services must play a role.

"The union connection is economically extremely interesting. Our strategy is not designed as a statement denying our heritage."

Sun Life raises £67.5m in rights

By David Barchard

SUN LIFE Assurance yesterday announced a £67.5m (\$121m) rights issue to finance development. Mr Peter Grant, chairman, described the issue as a sensible move aimed at long-term development. But he declined to give details of how the money would be used.

"We haven't any specific plans at this time. We thought that we should raise a reasonable sum for opportunities as they become available," he said.

The shares will be offered on a one-for-seven basis at a

deeply discounted price of 80p, well below Wednesday's closing price of 131p.

Sun Life is the 12th largest UK life assurance company by premium income and last year made after-tax profits of £28.3m.

In the City, where Sun Life's shareholder funds of £17.8m have long been regarded as rather slender, the move came as little surprise but the company's share price eased slightly to close at 129p, down 27p on the day.

Mr Grant said the money

would probably not be used immediately. In the longer term it might go on internal development and on financing new operations in Europe.

Sun Life is also considering creating a relationship with a building society along the lines of the developing connection between Eagle Star and Bristol & West.

"Like everybody else we have been talking to a number of building societies but we have not reached a particular arrangement with anyone," Mr Grant said.

Rank warns of economic pressure

By Claire Pearson in London

THE Rank Organisation UK leisure group yesterday announced pre-tax profits for the 28 weeks ended May 12 which were well up with analysts' expectations.

But the shares still shed 48p to 795p as the market focused on a cautious statement on the trading outlook from Mr Michael Gifford, chief executive.

The company - poised to acquire fellow UK leisure company Mecca, assuming its £540m bid is approved by the UK regulatory authorities -

unveiled pre-tax profits 24 per cent higher than last time's £111m at £137.6m (\$248m).

Mr Gifford said: "In the short term it remains unlikely that The Rank Organisation's prospects can be entirely unaffected by current economic pressures in the UK and US, with their consequent adverse influences on consumer markets and corporate costs."

This depressed the market even though Mr Gifford added he expected Rank to make "further progress" this year.

A one-for-four rights issue held back earnings per share for the first half. These went up from 30.4p to 34.3p. The interim dividend is set at 10.5p against 9.2p.

● A. Kershaw and Sons, Rank's separately quoted subsidiary which owns about 10 per cent of the group's 49 per cent share of Rank Xerox, lifted investment income to \$3.29m from \$3.88m. An interim dividend of 9p against 8p is proposed.

Lex, Page 18

Rémy & Associés unveils 43% advance

By William Dawkins in Paris

REMY & ASSOCIÉS, the distribution and diversification arm of Rémy Martin, the French cognac house which merged with Centaure last year, yesterday unveiled a 43 per cent rise in net profits for the 12 months to the end of March.

Net profits rose from FF110m (\$19.3m) to FF165m, while operating profits doubled from FF178m to FF353m.

Rémy & Associés' sales rose by 25 per

cent from FF3.4bn to FF4.3bn, including the first contribution from the Piper Heidsieck champagne business, one of France's last family-owned champagne houses bought by Rémy a year earlier.

Adjusting for Piper Heidsieck's contribution, the underlying sales growth was 17.5 per cent, said the group.

Cognac sales rose by 28 per cent, giving the Rémy Martin brand 16 per cent of the world market, while champagne sales

climbed by 44 per cent, reflecting the benefits of a marketing relaunch of the Charles Heidsieck label.

Cognac accounted for 44 per cent of group sales last year, followed by champagne with 19 per cent.

The rest was spread across group-owned wines and spirits like Galliano liqueur and Mount Gay rum, plus the distribution of non-group beverages like the Famous Grouse and Macallan whiskies.

THIS ANNOUNCEMENT APPEARS AS A MATTER OF RECORD ONLY

June 1990

IBUSZ
HUNGARIAN TRAVEL COMPANY

„IBUSZ“ IDEGENFORGALMI, BESZERZÉSI, UTAZÁSI ÉS SZÁLLítási RÉSZVÉNYTÁRSASÁG
BUDAPEST

440,000 ORDINARY SHARES
OF HUF 1,000 NOMINAL VALUE EACH

Adviser to the State Property Agency
LA COMPAGNIE FINANCIÈRE EDMOND DE ROTHSCHILD BANQUE

Overall coordinator
GIROZENTRALE BEFEKTETÉSI Rt
Adviser to IBUSZ Rt

Hungarian Tranche
GIROZENTRALE BEFEKTETÉSI Rt
ORSZÁGOS KERESKEDELMi ÉS HITELBANK Rt
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DEUTSCHE BANK
AKTIENGESSELLSCHAFT
NOMURA INTERNATIONAL PLC
S. G. WARBURG SODITIC SA
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THE SHARES ARE LISTED ON THE BUDAPEST AND VIENNA STOCK EXCHANGE

(This announcement appears as a matter of record only)

REED INTERNATIONAL

is pleased to announce
that it has established a

SPONSORED
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New York, N.Y. 10043

CITIBANK N.A. is a member of TSA and NYFD

Notice
U.S. \$75,000,000

IC Industries Finance Corporation

Guaranteed Floating Rate Notes due 1991

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from July 13, 1990 to January 15, 1991 the Notes will carry an interest rate of 8 3/4% per annum. The interest payable on the relevant interest payment date January 15, 1991 against Coupon No. 23 will be U.S. \$45.53.

By: The Chase Manhattan Bank,
National Association, New York
Fiscal Agent

July 13, 1990

CHASE

Postipankki Ltd
US \$50,000,000

Subordinated Floating Rate
Notes Due 2000

For the interest period 12 July 1990 to 14 January 1991 the Notes will carry an interest rate of 8 3/4% per annum with an interest amount of US \$24.43 per US \$5,000 Note, payable on 14 January 1991.

Bankers Trust
Company, London

Agent Bank

PARINTER BOND FUND S.A.
Société Anonyme
R.C. Luxembourg B 2.549

NOTICE OF MEETING

Notice is hereby given that an Extraordinary General Meeting of Parinter Bond Fund S.A. will be held at the Registered Office in Luxembourg, 104, Boulevard Royal, on

Wednesday 1st August, 1990 at 11.00 hours

for the purpose of considering the following Agenda:

1. Cancellation of two classes of shares:
 - Shares of Class A which receive dividends.
 - Shares of Class B which receive no dividends but whose dividends are capitalised.
2. Modification of the Articles 3, 4, 7, 10, 11, 12, 15, 16, 17 to 25, 27 and 30 of the Articles of Incorporation in accordance with the law of March thirty, nineteen hundred and eighty-eight (March 30, 1988) on collective Investment Undertakings and adoption of the revised Articles of Incorporation.

The Articles 3 will read as follows:

Article 3
The object for which the Company has been established is the holding of participations, in any form whatsoever, in Luxembourg companies and foreign companies; and the acquisition, by purchase, subscription or in any other manner, as well as the transfer by sale, exchange or otherwise, of shares, bonds, debentures, notes and other securities of any kind; and the ownership, administration, development and management of its portfolio. The Company's aim is to invest its funds in a variety of negotiable securities with a view to spreading the investment risks and distributing the results of the management of its portfolio to its shareholders.

In a general fashion, the Company may take any controlling and supervisory measures and carry out any operation which it deems useful for the accomplishment and development of its objectives, provided always, however, that it remains within the limits established by the law of March thirty, nineteen hundred and eighty-eight (March 30, 1988) on Collective Investment Undertakings.

The revised Articles of Incorporation including these modifications are at the disposal of the public at the registered office of the Company.

The General Meeting shall be regularly constituted and shall validly deliberate on the matters if a quorum of shareholders representing one half of the shares outstanding is present or represented. Resolutions may be passed by an affirmative vote of two-thirds of the shares present or represented at each meeting.

The shareholders on record on the date of the meeting are entitled to vote or give proxies. Proxies should arrive at the Registered Office of the Company not later than twenty-four hours before the meeting.

The present notice and a form of proxy have been sent to all shareholders on record at 13th July, 1990.

In order to attend the meeting, the owners of bearer shares are required to deposit their shares not less than five clear days before the date of the meeting at the Registered Office.

Proxy forms are available upon request at the Registered Office of the Company.

By order of the Board of Directors,
I. Plesner
Secretary

société nationale elf aquitaine

**WARRANTS MATURING
ON 19th OCTOBER, 1990**

The warrants issued in 1986 each entitling the holder to receive one fully paid share in exchange of FF 315 payable in cash, mature on 19th October, 1990 (last working day to deliver the appropriate instructions to Banque PARIBAS Luxembourg, the "Warrant Agent"). At close of business in Luxembourg on 19th October, 1990, the warrants not then duly exercised will become void.

The holders of the warrants are invited to contact directly (or through their financial institution): Banque PARIBAS Luxembourg, 80A, boulevard Royal, LUXEMBOURG. Tel.: (352) 46 461 for all the requisite information relating to the exercise of the warrants.

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Over one per cent of Spain's economy. Under one active management.

La Corporación Banesto was formed on
June 22nd.

It brings together all of the industrial holdings
of Banesto - one of Spain's largest banks - to create
Spain's largest private sector industrial company.

This company now accounts for more than 1%
of the Spanish economy, and over 2.5% of the Madrid
Stock Exchange.

With core holdings in fifteen major Spanish
corporations and investments in more than 100 other
companies, it covers practically every area of Spain's
commercial and industrial activity.

Our aim is not merely to invest in these areas
however, but to contribute to them.

To give strategic direction to the management
of the companies in which we invest. To help plan
and promote their development. To make the most of
their potential.

The financial strength of the new company
gives us an unrivalled opportunity to achieve these
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Not just in Spain, but throughout Europe and
internationally.

It is, in effect, an actively managed slice of Spain.



**La Corporación
Banesto**

*The driving force
in Spain is now an active
force in Europe.*

INTERNATIONAL COMPANIES AND FINANCE

Argentina faces dilemma over Aerolineas tender

By Garry Mead in Buenos Aires

THE Argentine Government is today due to announce its decision concerning the privatisation of 85 per cent of the state-run airline Aerolineas Argentinas.

Although only one consortium, led by the Spanish airline Iberia, presented a bid by the closing date last week, the process has become muddled by the late reappearance of Citibank on the scene, as well as rapid legal action being taken against the sale by Argentine politicians.

Mr Richard Handley, head of Citibank in Argentina, said on Wednesday that if the Argentine Government decided to hold a new international tender for Aerolineas, then Citibank "would seriously look at the possibility" of presenting a bid.

Citibank had been working in conjunction with Alitalia, but the Italian airline decided to pull out at the last moment. Citibank has been aggressively involved in all stages of President Carlos Menem's privatisation programme, from offering controversial plans to privatise Argentine railways to taking a 57 per cent share in the southern region of the newly divided telecommunications company ENTEL.

At the same time a group of dissident Peronist legislators have succeeded in persuading a magistrate to investigate Iberia's bid, on the grounds that it may violate anti-monopoly laws. Such legislation in Argentina is widely ignored, and is being invoked primarily for political reasons in this case.

The basis of the case is that while Iberia would hold 20 per cent of the privatised 85 per cent of Aerolineas, Iberia's main Argentine partner is Cielos del Sur, which controls the main domestic carrier, Austral. Those opposing Iberia's bid

argue that its takeover would, through its partnership with Austral, effectively create a monopoly in Argentine domestic routes.

Mr Roberto Dromi, who as minister of Public Works bears overall responsibility for the privatisation programme, faces a difficult dilemma. A long-standing personal feud persists between him and Mr Enrique Pescarmona, one of the heads of Austral. To award the bid to the Iberian group thus requires Mr Dromi to swallow personal pride.

His other alternative, to declare the whole tender invalid, risks not only further destabilisation of the privatisation schedule, but also an implicit admission that, as four other leading international airlines - American, KLM, Varig and Alitalia - dropped out, the tender was mishandled from the start.

Joseph Marn in Caracas writes, CVG, the Venezuelan Government's heavy industry conglomerate, has signed a letter of intent with an Italian company and two Venezuelan groups covering the construction of a US\$180m plant for producing pre-reduced iron-ore briquettes.

Partners in this project, which is to be finalised by December 31 this year, are the CVG, Italy's Acciaierie e Ferriere Lombarde Falk, and two Venezuelan concerns, Sivena, an important steelmaker, and Velvenca, a financial entity.

The plant will be designed to produce up to 1m tonnes per year of briquettes for export and the partners hope to begin construction work early next year. The facility will be located in Venezuela's heavy industry centre at Ciudad Guayana, and will use iron-ore and electric power provided by CBG subsidiaries.

Canada's foreign banks climb 21%

By Bernard Simon in Toronto

THE 56 foreign-owned banks operating in Canada lifted their combined profits by 21 per cent in the six months to April 30, but with a wide divergence in performance among individual banks and with much poorer returns on average than the big domestic banks.

According to the Canadian Bankers Association, the foreign banks' combined profit before extraordinary items in the six months was C\$148.7m (US\$128.3m), up from C\$123.3m in 1989.

The foreign banks earned a combined return on assets of 0.38 per cent and a return on equity of 8.6 per cent. By contrast, the domestic banks, which have the advantage of a large pool of stable retail deposits, earned 0.79 per cent on assets and 14.7 per cent on equity.

Foreign banks have been allowed to operate in Canada since 1980.

With the notable exceptions of Citibank and Hongkong Bank of Canada - a subsidiary of Hongkong & Shanghai Banking - the banks have avoided the retail market and concentrated on corporate business.

Increasingly stiff competition has made the market less attractive than it used to be, and several banks have either consolidated their operations in recent years or withdrawn entirely.

Earlier this year, Britain's Lloyds Bank sold its Canadian subsidiary to Hongkong Bank. CIBC now has assets of C\$10.6m, making it by far the biggest foreign-owned bank in the country. It is followed by Citibank (C\$3.3m) and Swiss Bank Corporation (C\$2.5m).

The highest return on assets in the six months to April 30 was posted by Standard Chartered Bank (3.55 per cent).

Equity makes a US come-back

Martin Dickson on a new trend in American takeover financing

Three sizeable British bids - in little more than a month - for US companies have highlighted a trend in US takeover financing: shares are making something of a come-back as a means of payment.

When Willis Faber, the insurance broker, bid for New York-based Corroon & Black at the start of June the offer consisted entirely of its ordinary shares.

And when Ratners, the jewellery business, launched a bid for Kay Jewelers last week it offered shareholders an issue of new convertible preferred stock.

Siebe, the engineering group, made an all-cash offer for loss-making Foxboro, a process controls supplier, in late June. But the bank borrowings it will take on to provide the money will push its gearing to over 100 per cent. The company therefore said it would consider floating some of the equity of Siebe Inc, its US business.

"Equity is going to play a larger role in bids in the 1990s," forecast one senior Wall Street financial adviser. "There is a lot of interest out there in deals with equity - provided the bidder's story is good enough."

The trend should not be exaggerated. Cash will continue to be king in the US takeover market, and commercial banks are still keen to lend to the right buyers to consummate deals.

This was underlined in the Siebe bid where Bankers Trust led a \$1bn loan facility, with Chemical Bank of the US and National Westminster and Lloyds of the UK also taking part.

"The commercial banks may be shying away from financing buyers but they are still very aggressive when it comes to corporation-to-corporation deals," said one investment banker. "They will very readily step up to the (baseball) plate."

But equity is likely to play a stronger subsidiary role - in marked contrast to the take-

THE ROLE OF SHARES IN US BIDS			
Year	Total value of bids (\$bn)	Value of shares in bids (\$bn)	% of shares in bids
1984	101.9	7.2	7
1985	133.7	17.7	13.2
1986	220.4	27.1	12.3
1987	195	20.9	10.7
1988	263.9	23.4	8.8
1989	254.4	38.5	15.2
First half 1990*	93.6	12	12.8

*Total transactions announced.

Source: IDC

over boom of the late 1980s, when junk, or high-yield, bonds dominated the bid arena.

In a typical late 1980s American bid, a predator would make an offer of cash, or cash and debt securities. It would finance this through a mixture of bank debt and a bridging loan from an investment bank - a line of credit that would then be refinanced through the issue of junk bonds.

But the collapse of the junk bond market last year has closed that avenue of financing, at least for now, and the commercial banks, which face mounting problems with loans they extended to highly leveraged bidders in the 1980s, are now much more concerned about the relative levels of debt and equity in companies to which they lend.

Equity has not been the dominant form of takeover payment in the US since the late 1960s, when US investors developed a taste for cash. This appetite was accentuated in the 1980s by the rise of the Wall Street arbitrageurs, who took large positions in the shares of companies facing bids, in the hope of taking a quick cash profit if the deal was consummated.

Figures from IDC Information Services, a statistical database company, show that in the second half of the 1980s common and preferred stock only provided around 13 per cent of bid financing, although over the past 18 months the figure seems to have been rising slightly. In 1989 the figure rose to 15.2 per cent, while in the first half of this year it was 12.8 per cent.

Circumstances where equity can play a significant role include:

● When two companies can argue that there is a strong commercial logic to a merger between them, and there is no obvious predator likely to launch a rival cash offer. This is the case in the Willis Faber deal. However, three biggest recent US examples of share-swap deals occurred last year: between media groups Time and Warner and drug companies Bristol-Myers and Squibb and Beecham of the UK and SmithKline Beckman.

The disappearance of financial bidders - more interested in breaking companies up than running them - after the collapse of the junk bond market should open the way for more of these deals.

"People are saying more and more, does this deal make good business sense," said one banker.

"And since there's not so much money out there, with fewer people playing fast and loose, there is more time to structure deals elegantly."

● When paper is better than no bid. This is the situation in the Ratners offer. Kay Jewelers is a very troubled company which some analysts felt could have been heading towards a filing under Chapter 11 of the US bankruptcy code before the Ratners offer. Kay Jewelers said that in the case of the company, a New York investment banking boutique which was co-adviser to Ratners, said: "It is better for investors to have a stake in a liquid Ratners than an illiquid Kay."

But while Kay's equity holders may be happy at the Brit-

ish company's largesse, Ratners faces a revolt among the owners of Kay's bonds, who are only being offered 75 cents on the dollar, even though they have first legal claim on the company's assets.

● In the sale of privately owned businesses, where the vendor may be more willing than shareholders in a public company to take stock. This was the case in a recent food sector sale - that of Beatrice for \$1.34bn to ConAgra.

The seller, buy-out specialist Kohlberg Kravis Roberts, had been trying to dispose of Beatrice for a very long time. ConAgra was neither willing nor able to pay all cash. It ended up paying some \$620m in cash, \$355m in common stock and \$355m in preferred stock, mostly convertible.

● In management buy-outs. Banks are demanding higher proportions of equity relative to debt in buy-outs, which in the 1990s would commonly be as high as 1:10. For example, commercial banks weighing up whether to lend to the current \$4.4bn bid by United Airlines employees for their company are insisting that the union team find some outside equity investment.

When BAT, the British conglomerate, auctioned off its US retailing operations, management's attempts to buy the businesses failed in part because of the limited amount of equity they could put up.

● Special circumstances. When American International Group, the insurance group, recently bid \$1.3bn for International Lease Finance, the offer consisted of cash, with a cash-and-shares alternative worth somewhat less and subject to a maximum number of shares.

But Mr Edward Matthews, chief financial officer at ALI, said that in the case of the company was not keen to issue shares - it felt its stock price was undervalued. It was doing so just to allow ILI's controlling investors to avoid crystallising the large tax liability that would be involved in accepting cash.

But while Kay's equity holders may be happy at the Brit-

Fannie Mae posts record net income of \$289m

By Janet Bush in New York

THE Federal National Mortgage Association, known as Fannie Mae, yesterday reported net income of \$289.8m in the second quarter compared with \$193.0m a year ago.

This is the tenth consecutive quarter of record earnings. Fannie Mae is a public company chartered by Congress to provide funds to mortgage lenders, buying mortgages from banks and savings institutions, packaging them into securities and selling them to investors. It also keeps mortgages as part of an investment portfolio.

Mr David Maxwell, chairman and chief executive officer, said the second-quarter performance reflected continued strength in the company's portfolio and its mortgage-backed securities business.

Earnings per share were \$1.10 fully diluted compared with 76 cents a share a year ago, a rise of 47 per cent. The first six months of this year, Fannie Mae has earned a net \$566.2m of \$2.15 a share compared with \$358.2m or \$1.39 a share for the same period in 1989.

CPC lifts earnings on higher sales

By Alan Friedman in New York

CPC International, one of the largest and most successful US food groups, achieved a 14 per cent rise in net profits for the second quarter of 1990, to \$65m.

The earnings improvement, struck on 15.7 per cent higher sales of \$1.45bn, was in line with first-quarter growth. Second-quarter earnings per share of \$1.23 were 18 per cent higher than the \$1.06 recorded in the same period of 1989.

Mr James Elexner, chairman of CPC, said that economic reforms in Brazil and Argentina began to affect the company's business negatively toward the end of the second quarter, but he forecast strong earnings progress for the whole of 1990.

Wall Street, clearly heartened by the results, marked CPC's share price 1 1/2 points up yesterday morning, to \$84 1/4.

The New Jersey-based CPC is one of the world's largest corn refiners, with operations in North and South America. It has operations in 47 countries and derives some 80 per cent of total revenues from consumer foods businesses.

Teledyne down sharply

TELEDYNE, the California conglomerate, which recently spun off its finance and insurance subsidiaries, yesterday reported a sharp drop in second-quarter income on lower sales, writes Karen Zagor.

For the three months ended June 30, Teledyne recorded net earnings of \$26.6m or 48 cents a share, down from \$45.8m or 88 cents a year earlier. Sales fell to \$882.1m from \$907.7m.

For the first half, Teledyne had net income of \$84.9m or \$1.53 a share on sales of \$1.72bn against net earnings of \$117.3m or \$2.11 on sales of \$1.77bn for the first half of 1989. Results include \$26.6m of income from discontinued operations reported in the first quarter.

YORKSHIRE BUILDING SOCIETY
£10,000,000 Floating Rate Subordinated Notes due 1999
In accordance with the terms and conditions of the notes, notice is hereby given that for the three months ending 30 September 1990 the interest rate on the notes will be 15.75% per annum (15.75% plus the margin of 0.75% per annum). The coupon amount so calculated payable on October 11, 1990 will be £3,888.40 for the denominations of £100,000.
Benrose Générale du Luxembourg S.A. Agent Bank

BRADFORD & BINGLEY
£200,000,000 Floating rate notes due 1999.
Notice is hereby given that the notes will bear interest at 15.75% per annum from 12 July 1990 to 12 October 1990. Interest payable on 12 October 1990 will amount to £373.66 per £10,000 note.
Agent: Morgan Guaranty Trust Company
JPMorgan

HMC MORTGAGE NOTES 3 FLC
£50,000,000 Class A £11,500,000 Class B
Mortgage Backed Floating Rate Notes Due July 2015
For the interest period 12th July, 1990 to 12th October, 1990 the Class A Notes will bear interest at 15.325% per annum. Interest payable on 12th July, 1990 will amount to £1,862.74 per £100,000 Note.
The Class B Notes will bear interest at 14.5% per annum. Interest payable on 12th October, 1990 will amount to £1,717.07 per £100,000 Note.
Agent: Morgan Guaranty Trust Company
JPMorgan

SOCIÉTÉ GÉNÉRALE IN 1989

"1989 CONFIRMS REGULAR GROWTH OF A GROUP WITH ACROSS-THE-BOARD BANKING AND FINANCIAL SKILLS."



AN INTERVIEW WITH MARC VIÉNOT, CHAIRMAN AND MANAGING DIRECTOR OF SOCIÉTÉ GÉNÉRALE FOLLOWING THE ANNUAL GENERAL MEETING OF JUNE 1, 1990.

Net earnings have increased steadily in recent years, growing by 17.1% in 1989. What are the reasons for this performance?

Regular profit growth has been made possible by a policy of far-reaching diversification of our core business, with four major areas of development in France and abroad: conventional banking, specialized financing, capital market activities and investment banking. Although capital market business was less profitable in 1989 than in preceding years due to the difficult interest rate situation, this was offset by our traditional banking activity, which grew steadily, particularly in the field of customer loans.

Following the bank's privatization, you announced a policy of regular increases in dividend. What have been the results so far?

The AGM has approved a gross dividend of FF22.50. This represents an increase of 15% over 1988 and 50% over 1987.

For the third consecutive year, we allowed our shareholders to receive their dividend in the form of shares bought at discount to the market. Between June 11 and July 6, shareholders could acquire Société Générale stock at FF338.

1989 dividend is equivalent to 26.2% of earnings, and the bank ranks third among French companies in terms of overall distribution of dividend.

Your investment portfolio has appreciated considerably. Do you intend to pursue your strategy of acquisitions?

Our share portfolio gained 50% in one year and has increased by 200% since 1986. On the 1989 balance sheet, it accounted for FF18bn and is primarily managed by our subsidiary, Général.

The figures prove that Société Générale is becoming a top-ranking financial holding company.

We intend to continue developing our portfolio, taking advantage of profitable arbitrage opportunities as and when circumstances permit.

In terms of investment, 1989 had a significant European dimension. How does Société Générale stand up to the growing competition?

In April 1989, we strengthened our asset management capability by acquiring the British firm Touche Remnant, one of the City's leading asset

management houses specializing in British and foreign equities. As a result of the synergies generated, we were able to launch a new unit trust (Résovalor). In 1989, we continued to broaden our range of European funds with the creation of Sogitalis. Further, we have signed agreements with two West German mutual insurance firms with a view to marketing our UCITS funds more extensively in that country.

Do you feel that the current share price reflects the true value of Société Générale?

Since the beginning of the year, the market appears to have appreciated the value of Société Générale shares, which have elicited favourable comment both at home and abroad. Between January and June of this year, the share price gained 11.9%.

In my view, the share is undervalued at current prices, given our group assets and our productivity ratios.

This is borne out, moreover, by our price/earnings ratio (PER), which is moderate with regard to the share price on June 5. At 10.5, the PER is lower than the average for leading French private banks.

You recently announced the early redemption of convertibles issued in September 1988. Can you give us further details.

This transaction will, I hope, result in the conversion into shares of the majority of securities in circulation, thereby building up our equity. The standing of Société Générale in the international finance community will thus be further strengthened.

We are also underscoring the international dimension of our group by making our capital more accessible to foreign shareholders. One step in this direction will be made next autumn with the listing of Société Générale shares in Tokyo.

For additional information please contact Lisette Watson at our London Branch - 60, Gracechurch street - LONDON EC 3V 0HD - Tel.: 071.626 - 5400 extension 4069, or our "Shareholders Relations" Department in Paris - Tel.: (33) 1 40.98.52.16.



LET'S COMBINE OUR TALENTS.

Member of T.S.A. and A.F.B.D.

FT LAW REPORTS

Antiques taxed for gains

SMITH (HM INSPECTOR OF TAXES) v SCHOFIELD
Chancery Division: Mr Justice Hoffmann: July 10 1990

CAPITAL gains tax on antiques bought before 1982 is computed first by deducting a counter-inflationary indexation allowance in respect of the period after March 31 1982 from the whole gain between date of acquisition and date of disposal; and then, unless the taxpayer opts for an April 6 1965 valuation, by time-apportioning the adjusted gain on a straight-line basis, so that any apportioned gain arising after April 6 1965 is chargeable to tax.

Mr Justice Hoffmann so held when allowing an appeal by the Crown from a special commissioner's computation of liability to capital gains tax incurred by Mrs Rosemary Beatrice Schofield.

HIS LORDSHIP said that in 1952 Mrs Schofield acquired a Chinese cabinet and a French mirror for £250. In 1987 she sold them for £15,500.

The issue was how her liability to capital gains tax should be computed.

The problem was caused by the interaction of two sets of rules designed to avoid unfairness.

The first was intended to prevent anyone from being taxed on gains which had already accrued before the tax came into force. Those provisions were now consolidated in Schedule 5 to the Capital Gains Tax Act 1979, headed "Assets held on April 6 1965".

The other set of rules, introduced in 1982, was intended to prevent people from having to pay tax on gains caused by inflation which existed only on paper. Those were contained in sections 86 and 87 of the Finance Act 1982, as amended.

In the case of assets other than quoted securities and land, paragraph 11(2) of Schedule 5 provided for apportionment of the gain between the periods before and beginning on April 6 1965. Only that part of the gain attributable to the latter period was to be a "chargeable gain".

For the purposes of apportionment it must be assumed that the gain accrued at a uniform rate from date of acquisition to date of disposal, that was to say, it was "straightline

growth" apportionment.

The taxpayer did not like the results, for example because most of the gain occurred before 1965, he could elect for a valuation on April 6 1965 instead. Mrs Schofield did not elect. Her gain was the £15,500 sale price less £250 acquisition costs and £1,462 sale expenses.

Under paragraph 11 of Schedule 5 that gain would be apportioned on a straight-line basis between the periods before and after April 6 1965, and the latter would be the "chargeable gain".

Sections 86 and 87 of the 1982 Act as amended allowed the taxpayer to deduct an "indexation allowance", calculated by reference to the percentage increase in the retail prices index between March 31 1982 and date of disposal. The "indexation allowance" was that percentage of the value of the asset on March 31 1982.

The effect was to tax gains in purely money terms up to March 1982, but in real (ie: inflation-adjusted) terms thereafter. A real post-1982 loss could be deducted from a pre-1982 money gain. More recent legislation, with which the court was not concerned, had eliminated the tax on pre-1982 gains altogether.

The question was the order in which one applied the Schedule 5 time-apportionment and the section 86 indexation allowance deduction.

The gain accrued to Mrs Schofield from 1952 to 1987. It must therefore be apportioned in accordance with paragraph 11 of Schedule 5. But from which figure must the indexation allowance be deducted? Was it the entire gain, leaving a (partially) inflation-adjusted gain which was then time-apportioned? Or did one time-apportion the unadjusted gain and then deduct the indexation allowance from the post-1982 element?

Section 86(4) said that the indexation allowance should be set against the "unindexed gain" so as to give the "gain" for the purposes of the 1979 Act. Section 86(2) defined the "unindexed gain" as the amount of the "gain" on disposal.

For Mrs Schofield it was said that the "unindexed gain" meant the gain computed after time-apportionment in accordance with paragraph 11.

The Crown said it meant the whole gain between date of acquisition and date of disposal.

It said indexation was deducted from that figure to give the "gain", not the "chargeable gain". To calculate chargeable gain the "gain" was then time-apportioned in accordance with paragraph 11.

The special commissioner preferred Mrs Schofield's construction. For Mrs Schofield it was said that the purpose of section 86 as amended was to make all inflationary gains since March 31 1982 free of tax. The Crown said the legislation was intended to charge the taxpayer as if there had been no inflation since March 1982.

That might seem to be saying the same thing, but there was a subtle difference. For example, Mrs Schofield's formula would not explain why real post-1982 losses could be set against pre-1982 money gains, but the Crown's formula would.

More to the point, the effect of inflation since 1982 had not only had the obvious consequence of making consideration on disposal higher than it would otherwise have been. It also had the consequence, when there was a time apportionment, of increasing the deemed 1986 base cost.

For example, if the value of the asset increased between March 31 1982 and date of disposal by exactly the same percentage as the index, the indexation allowance would be equal to the whole gain over that period. But if at the same time one used the inflated gain for the purposes of straightline apportionment, the result would be to produce a base figure for April 6 1965 higher than it would have been if there had in fact been no gain after March 31 1982.

The taxpayer would be getting it both ways. He would be given an indexation allowance to put him in the same position as if there had been no inflation since 1982, but the 1986 base figure would be calculated on the footing that there had been.

The fair method, said the Crown, was to deduct the indexation allowance to arrive at an overall gain which was inflation-adjusted for the period after 1982, and then to apportion that gain between

the periods before and after 1982.

If the 1965 value had in fact been higher than the figure produced by that calculation, the taxpayer would always be free to elect for a 1965 valuation.

The Crown produced figures, which were not challenged by Mrs Schofield, which demonstrated mathematically that on the assumption that the value of the asset after 1982 kept pace with inflation, any gain which had previously accrued would inevitably be eventually turned into a loss.

It pointed to the fact that section 86(4) defined the object of the calculation as being to discover the "gain" and not the "chargeable gain". Likewise the definition of the "unindexed gain" was the amount of the "gain" computed in accordance with Chapter II.

Furthermore, section 28, which very clearly distinguished between gain and chargeable gain, mentioned section 86 as one of the provisions in accordance with which the "gain" must be fed into the time apportionment calculation and not the figure which came out.

On the language of the statute that certainly seemed to be a tenable view.

The special commissioner thought the Crown's construction made no sense. He said it was unfair and capricious and "to a large extent retroactive", by which he meant that part of the indexation allowance was being set against pre-1986 gains.

But he did not have the advantage of the calculation which had been put before the court.

The Crown's construction produced consistency and avoided absurdities such as making a gain which accrued between 1982 and 1982 disappear despite the fact that there had been no subsequent fall in the inflation-adjusted value of the asset.

The Crown's construction was adopted. The appeal was allowed.

For Mrs Schofield: Stephen Allcock (Hewson Beek & Shaw).

For the Crown: Nicholas Warren (Inland Revenue solicitor).

Rachel Davies barrister

INTERNATIONAL CAPITAL MARKETS

Treasuries rally after Greenspan credit hints

By Janet Bush in New York and Tracy Corrigan in London

US Treasury bonds rallied from a period of morning weakness after remarks by Mr Alan Greenspan, Federal Reserve chairman, that the central bank was prepared to move monetary policy to offset a tightening in the availability of credit in the economy.

At mid-session, the Treasury's benchmark long bond was quoted 4 1/2 points higher at 8.51 per cent. Short-dated maturities were up by around 1/4 point.

Mr Greenspan told the Senate Banking Committee that the central bank was considering a general monetary easing to offset any tightening of credit, which might be traceable to less willingness by commercial banks to make loans.

He said there was evidence that loan rates were moving up relative to the cost of money, independent of any action taken by the central bank.

This is the first clear acknowledgement by the Fed

BENCHMARK GOVERNMENT BONDS

	Coupon	Red	Price	Change	Yield	Week	Month
						ago	ago
UK GILTS	10.000	4/93	94-02	+0.02	12.80	12.55	12.58
	10.500	5/89	92-07	-0.12	11.54	11.51	11.53
	8.000	10/88	84-05	-0.02	11.02	11.02	11.04
US TREASURY	8.875	05/90	101-24	-0.12	8.80	8.38	8.48
	8.750	05/90	101-22	-0.02	8.59	8.38	8.45
JAPAN	No 119	4.800	9/99	86.6119	-0.209	7.27	7.07
	No 2	5.700	3/07	90.7805	-0.282	6.88	6.59
GERMANY	7.750	02/90	93.9500	+0.050	8.88	8.62	8.86
FRANCE	9.000	02/95	98.2813	+0.002	10.02	9.84	10.13
ITALY	8.600	03/90	92.5700	-	8.70	8.61	8.61
CANADA	9.750	05/90	93.5000	-0.800	10.84	10.61	10.69
NETHERLANDS	9.000	05/90	101.1800	+0.070	8.81	8.78	9.04
AUSTRALIA	12.000	7/99	93.4688	+0.187	13.26	13.34	13.57

London closing, *denotes New York morning session
Yields: Local market standard Prices: US, UK in 32nds, others in decimals

Technical Data/ATLAS Price Sources

UK TRADE AND Industry Secretary Nicholas Ridley's denunciation of German ambitions in Europe, in an interview with the Spectator magazine, pushed gilt prices lower initially, but the market recovered to end slightly firmer on the day.

Sterling slipped in early trading, on concern that his comments could delay Britain's entry of the exchange rate mechanism of the European Monetary System, but also recovered when Mr Ridley retracted the comments, and Mrs Margaret Thatcher, the Prime Minister, dissociated herself from his remarks.

The benchmark 03/97 gilt ended at 10 1/4, yielding 11.55 per cent, up a point from its opening level, from a low of 10 1/8 earlier in the day.

The recovery was helped by the market's desire to maintain flat positions ahead of today's retail prices release.

If the index reaches 10 per cent, the market could fall on the psychological impact of a double-digit figure, even though it is generally consid-

ered that inflation has reached a plateau, analysts say.

MON the continent, the German bond market was boosted by reassurances from Mr Karl Otto Pöhl, Bundesbank president, that inflation is likely to remain steady this year.

He added that next year's inflation rate is hard to predict.

The Bundesbank left rates unchanged at its council meeting, as expected.

The Bund future on the London International Financial Futures Exchange ended at 83.76, up from 83.40 in healthy volume.

French government bonds were also well bid, but the market was again outperformed by the bunds market, as the 10-year bond spread between the two markets widened to 106 basis points, from 100 basis points at the start of the week.

European government bond markets surged ahead further during after-hours trading, in the wake of Mr Greenspan's comments.

Turkish borrowing may reach \$700m

THE Turkish Treasury will need to borrow between \$600m and \$700m from overseas lenders before the end of 1990, Reuter reports from Istanbul.

A senior Treasury official said borrowing - planned for an average maturity of five years - was likely to be in Eurobonds, possibly D-Mark denominated, while studies

were underway for a first Yankee bond issue of some \$200m that may be concluded by early December.

Total foreign debt, restructured in 1989 to include refinanced foreign military sales debt and in line with a World Bank currency pooling system, dipped to \$40.5bn in the first quarter of the year after \$41bn

at the end of 1989.

Short-term debt rose to \$6.6bn, up 15.8 per cent on the figure at the end of 1989 while medium and long-term debt dropped by 3 per cent to \$34.1bn.

The Treasury had set a 1990 borrowing target of \$1.5bn, of which around \$700m has been realised so far.

Chile copper mining group to be floated

By Leslie Crawford in Santiago

EMPRESA Minera Manto Blanco, Chile's second-largest private sector copper producer, will next week become the first copper mining group to be listed on the Santiago Stock Exchange.

The flotation, which follows a decision by the International Finance Corporation (part of the World Bank) to dispose of its 15.8 per cent stake in the company, has not been problem-free.

It has taken months for the Chilean Securities Commission to approve the listing, partly because of the novelty of a copper mine seeking to go public in Chile - a not inconsiderable irony in a country that is the world's largest copper producer.

The absence of mining companies on the Santiago stock market can be explained by the fact that over 70 per cent of Chile's copper production is in state hands, while most private copper mines are owned by multinationals. Manto Blanco, for example, is 73 per cent owned by a unit of Anglo American, the South African mining group.

In order to test the strength of demand within Santiago's conservative investment community, Bice Chileconsult, the investment bank acting on behalf of the IFC, arranged a private placement of 1 per cent of Manto Blanco shares last month.

Two foreign investment funds and one local fund, acting on behalf of individual investors bought the 99,000 shares on offer at \$9.00 pesos (\$17) each. Based on Manto Blanco's net profit for last year, the issue price/earnings ratio was just 2.9 - less than half the level of most of Chile's blue-chip companies.

Because of the Santiago stock market's lack of size - on average, only about \$3m worth of business is traded each day - Bice Chileconsult plans to release the IFC's shareholding in Manto Blanco in small batches.

Two factors could sour the flotation: the volatility of the price of copper, despite its current high level, and the life expectancy of the mine. Manto Blanco has proven reserves of some 62m tonnes, which will be exhausted in eight years at current production levels.

However, independent mining consultants believe that the exploitation of underground ore bodies and the mine's potential reserves could extend the Manto Blanco operation well into the first decade of the next century.

Manto Blanco produced 74,459 tonnes of fine copper last year, or about 5 per cent of Chile's total output. Net sales were \$181m.

Portuguese bank plans to set up investment arm

BANCO Commercial Portuguesa, Portugal's leading private commercial bank, is to set up an investment arm as part of plans to widen its spread of financial services.

According to BCP officials, the bank will form a holding company, BCP Investimentos, with a capital base of at least \$50m within the next two months.

BCP officials said its investment arm would operate as a holding company to side-step a current freeze on new investment companies by the Bank of Portugal.

"It was logical that our financial group should have an investment banking division, but we could not do everything at once [when we started], Mr Jorge Jardim Gonçalves, BCP president, told a news conference.

He said the limited investment activities performed by BCP now would be transferred to the holding company and expanded.

He also said BCP's pretax profit reached a provisional \$55.2bn for the first six months of this year, double the \$27.1bn profit for the same period last year.

Founded in 1986, BCP currently runs 67 branches in Portugal, including 38 popular banking branches of the Nova Rede network set up for lower-income clients last December.

Securities firm launches HK index

CITICORP Securities Vickers will publish, from today, the Vickers Index, representing 42 second-line shares, an indicator for Hong Kong stocks, Reuters reports.

"Our aim is to provide a more appropriate indicator in the non-blue-chip arena," the company said.

LEGAL NOTICES

KEENLEVEL LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 482(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at: St Andrew's House, 30 St Andrew Street, London EC4A 3DF on 25 July 1990 at 12.00 pm for the purpose of having laid before it a copy of the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, establish a committee to exercise the functions conferred on creditors' committees by or under the Act.

Creditors are only entitled to vote if:

- they have delivered to us at the address above, no later than on 24 July 1990, written details of the debts they claim to be due to them from the company, and the claim has been duly admitted under the provisions of Rule 3.11 of the Insolvency Rules 1986; and
- there has been lodged with us any proxy which the creditor intends to be used on his or her behalf.

Please note that the original proxy signed by or on behalf of the creditor must be lodged at the address mentioned, photocopies (including faxed copies) are not acceptable.

Date: 9 July 1990

G J HUGHES & J F POWELL
Joint Administrative Receivers
Cork Gully
Shelley House
3 Noble Street
London EC2V 7DD

Note:
Creditors may obtain a copy of the report, free of charge, on application to the administrative receiver at the address shown above.

LINGFIELD PARK LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 482(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at: St Andrew's House, 30 St Andrew Street, London EC4A 3DF on 25 July 1990 at 2.00 pm for the purpose of having laid before it a copy of the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, establish a committee to exercise the functions conferred on creditors' committees by or under the Act.

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London EC2V 7DD

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THEME HOLDINGS LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 482(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at: St Andrew's House, 30 St Andrew Street, London EC4A 3DF on 25 July 1990 at 10.00 am for the purpose of having laid before it a copy of the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, establish a committee to exercise the functions conferred on creditors' committees by or under the Act.

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RAGDALE HALL LIMITED

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Shelley House
3 Noble Street
London EC2V 7DD

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RAGDALE HEALTH CLUBS LIMITED

NOTICE IS HEREBY GIVEN, pursuant to Section 482(2) of the Insolvency Act 1986, that a meeting of the unsecured creditors of the above named company will be held at: St Andrew's House, 30 St Andrew Street, London EC4A 3DF on 25 July 1990 at 11.00 am for the purpose of having laid before it a copy of the report prepared by the administrative receiver under Section 48 of the said Act. The meeting may, if it thinks fit, establish a committee to exercise the functions conferred on creditors' committees by or under the Act.

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COMPANY NOTICES

NOTICE TO THE HOLDERS OF EUROPEAN DEPOSITARY RECE

UK COMPANY NEWS

Steel Burrill set to pay £12m for WS Moody

By David Owen

STEEL BURRILL JONES, the Lloyd's insurance and reinsurance broker, has agreed to buy WS Moody Holdings, an insurance broking group, for about £12m.

The move will further the group's strategy, implemented in 1988, of diversifying into businesses which are not subject to the cyclical pressures of its core marine reinsurance broking operation.

The consideration is to be satisfied by the issue to the vendors of some 4.2m new ordinary SBJ shares.

The deal is conditional on Moody's disposal, prior to completion, of its US retail insurance broking operations. In the year to March 31, Moody's non-US operations earned brokerage and commission income of \$8.2m.

"Although Moody has not been very profitable, in the words of Mr David Burrill Jones, SBJ chairman, 'we believe we will be able to cut its overheads significantly'."

Cost-cutting efforts will

entail discontinuing the London market operations of Hinton Hill & Coles, a Lloyd's insurance broker, and relinquishing the leases of Moody's premises in the City and Leatherhead.

Under the deal, Kleinwort Benson Securities has agreed to purchase or procure purchasers, on behalf of the vendors, for 2.7m of the new shares at 270p.

Moody has undertaken not to dispose of its remaining shares for one year without SBJ's consent.

Prior to the transaction, SBJ had 29.46m shares in issue. The shares dipped 3p yesterday to 281p.

Since launching its diversification initiative, SBJ has acquired E Stephenson, a Gravesend-based insurance broker for British industrial companies, and the Devitt Group, another insurance broker, for a total of up to £26.5m.

Contracting emerges to knock back Hawker

Charles Leadbeater reports on the extensive losses forecast at one arm of a grand British company

IN A group spanning from electric motors and batteries, aerospace components and sheep shearing equipment Hawker Siddeley's power station contracting business might well have remained in relative obscurity.

The company started acting as contractor on the development of power stations in 1978 to help secure outlets for its power generation equipment such as switchgear. Through most of the 1980s it chugged along with annual turnover of about £70m, less than 10 per cent of group sales last year of £2.1bn.

It emerged from obscurity yesterday with losses forecast of between £25m and £30m this year, which will help drag Hawker Siddeley's profits well below the £200m pre-tax profit for 1989.

What has gone wrong in the ill-fated contracting division? Are the problems confined to contracting or are they symptomatic of a deeper malaise within one of the grand old companies of British engineering?

For most of its life the contracting division was constrained to acting as an adjunct to the rest of Hawker Siddeley's power engineering businesses. It concentrated on relatively small contracts,

which consumed a high proportion of Hawker Siddeley's resources.

In 1988 the business embarked on a change of direction. It attempted to become a significant contractor in its own right, bidding for larger contracts, in which Hawker Siddeley had little other involvement.

Dramatic growth ensued. By the early months of last year contracts had been won, mainly in Britain and the US, worth about £400m, having been outbid for a further clutch of contracts worth about the same amount.

But as the business grew, doubts began to emerge about whether its executives were up to the task of managing its rapid rise.

Three potential UK contracts became bogged down by delays, mainly due to uncertainty provoked by the Government's plans for electricity privatisation.

Mr Alan Watkins, the company's chief executive, expects only one of these contracts, for a power station at Corby, to be finalised this year. A contract in Pakistan has also been delayed.

However, the main problems surfaced in the US. These first appeared at the start of the year. In April, announcing results for 1989, Mr Watkins announced that the contracting business - after negligible profits in the previous four years - had slipped into a £5m loss. This was due mainly to opposition from environmentalists holding up projects.

By May the problems had

deepened so far that an executive was sent to the US to examine the eight main contracts in detail. He found that the management had been over-optimistic about costs. On some of the contracts Hawker Siddeley has become involved in protracted wrangles with sub-contractors about cost overruns. Most damaging, the main contractor on two contracts had to be sacked in mid-stream and an alternative found.

Mr Watkins said: "Basically it has been a management failure. We got into a lot of contracts without adequate contract management procedures. They lost their way."

He is confident that the business will not present the same problems in the future.

Top management has been changed, with the departure of the division's managing director, Mr Brian Page. A team of consultant engineers has been brought in to tighten up contract management. After the completion of most of the US contracts later this year Hawker Siddeley will not be tendering for any other big contracts.

At the very least these troublesome operations will be scaled down. But it is possible that Hawker Siddeley will decide to pull out of business, which sits uneasily with its manufacturing activities.

That decision will be taken within the next two or three months under a wide-ranging strategic review of the entire Hawker Siddeley group, which is due to be



Alan Watkins: confident that the business will not present the same problems in the future

TRADING PROFIT BY SECTOR		
	1988 £m	1989 £m
Electric Motors	34.1	22.3
Electric Power	22.2	25.9
Instrumentation & Controls	29.5	29.8
Batteries	14.8	11.9
Aerospace	18.4	15.8
Roll	19.2	15.7
General Engineering	61.6	52.8
Continuing Businesses	199.8	173.7
Discontinued Activities	(1.2)	8.9
Total	198.6	182.6

completed in October.

As an indication of his thinking, Mr Watkins noted: "We have to know our

strengths and weaknesses. The strength of Hawker Siddeley is not in contract management. Even specialists get

into choppy waters in that sort of area."

The contracting business will not be alone in delivering a poor performance this year. Profits at the general engineering division, the largest with a turnover of about £500m, are likely to fall by 10 per cent to about £58m.

They have been hit by the downturn in the construction industry in Britain and Australia and the automotive industry in the US and the UK.

The deterioration in these sectors reflects poorer trading conditions rather than management mistakes. Analysts said they were confident that the troubles were confined to contracting and were not symptomatic of deeper management inadequacies within the group.

However the jury is still out on whether Mr Watkins can inject more focus and dynamism into Hawker Siddeley's sprawling operations.

The strategic review has been underway from the middle of last year. Many expected it to be unveiled in March. Instead the company regrouped its activities into a more comprehensible structure, to facilitate a more searching inquiry by external consultants.

Although it may be an anomaly within Hawker Siddeley, the sorry tale of its contracting division will probably increase pressure on Mr Watkins to deliver a clear sense of the company's future in the autumn.

This announcement appears as a matter of record only.

Private Placement

July 1990

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The Farm Credit System

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Depressed tin price pushes Geevor into red

By Nigel Clark

Geevor ended the year to March 31 with losses of £1.48m due to the effects of depressed prices on its Cornish tin mine, which ceased production in February.

The company has decided to write down the tin mining assets, which are included in an extraordinary item of £4.06m. However, a decision has not been taken to finally close the mine, alternative schemes are being considered but much depends on the tin price.

The deficit for the last 12 months compared with profit of £10,000 in 1988-89. Turnover was up 44 per cent from £3.7m to £5.35m. After tax of £15,000 (£128,000) there was a loss per share of 5.2p, against earnings of 1.37p.

Mr Eric Grayson, chairman, said yesterday that the Costa Rica investment, in a gold mine containing 110,000 tonnes, represented a substantial asset. In Pennsylvania, coal was being mined at an average of 21,000 tonnes a month and a good year was expected.

Mr Mark Wellesley-Wood, chief executive, is to succeed Mr Grayson as chairman.

WB Industries' results restated and qualified

By Nigel Clark

WB INDUSTRIES, the West Midlands-based maker of springs and presses, has had to restate its accounts, which have been qualified by its auditors and is being sued for £2.8m plus interest.

Most of the developments result from a series of property acquisitions undertaken by WB Estates, its property development offshoot, between November 1 last year and January 19. The company said in a statement when it announced its annual figures in May that two of them should have had board approval as they involved Mr Graham Avery, the chairman at the time.

The auditors' qualification is based on their inability to obtain all the information and explanations in relation to various property transactions and an unqualified finding that which in total have resulted in losses of £1.47m.

In addition they said that they had been unable to determine whether the 1985 Companies Act requirements on the disclosure of transactions in which directors have a material interest have been met.

A further qualification

relates to the writ taken out arising from a property transaction in Northumberland which may result in a liability.

The writ has been issued by the vendors for the balance of the £1.4m price. There was an initial deposit of £140,000.

As part of WB's attempts to undo the property purchases the company said that London & Suffolk Properties, a company controlled by Mr Avery, had agreed to take over the buying of the property. However, the vendors are still claiming the outstanding purchase price from WB Estates.

Directors felt the provision against a property in Sheffield should be increased by £185,000 to £1.91m. In addition to a £110,000 overstatement of the tax charge in the original accounts this resulted in an increase in the attributable loss from £2.7m to £2.78m.

The change to the tax charge resulted in a credit of £13,000 compared with the previous charge of £97,000. The resulting loss per share was lower at 5.44p, against 6.11p.

The shares closed at 14 1/2p down 1p on the day. There was a high of 89p in 1989.

BCPF may face minority holder dissent on Globe

By Nikhil Tait

GLOBE INVESTMENT Trust, in which the British Coal Pension Funds last week acquired a controlling stake after a £1.1bn bid battle, yesterday recommended most of its shareholders to accept the offer.

But one Globe director, Mr Godfrey Chandler, made clear that he did not intend to accept on behalf of his own holding, although he fully supported the board's stance. Mr Chandler argued later that those private shareholders who faced large capital gains tax bills after accepting the bid, might decide that they could "afford the risk of remaining minority shareholders".

Mr Chandler, angry about the whole situation, stressed that any shareholder in this position should take professional advice first.

He also suggested that if BCFP started the legal process to take the Globe funds "in-house" he intended to petition the courts. "The courts are able to take into account the position of minority shareholders," he argued, "although I don't know that I shall do any good."

However, BCFP and its advisers dismissed this dissenting note, pointing out that all the other directors would be accepting the offer. They said that they were "very encouraged" by the broad, unanimous recommendation.

BCFP has already made clear that it is aiming to get control of 100 per cent of Globe. It needs to get to just over 98 per cent before it can mop up all the outstanding shares.

In its letter to shareholders, Globe stressed that it felt the "final offer" "substantially undervalues" Globe. However, it said anyone remaining a minority shareholder would have "no guarantee" as the price he would receive or the marketability of his shares. Discounts on investment trusts with large majority shareholders tend to be abnormally large.

Globe said that the decision over whether to "accept the offer/sell for cash" option or "take the trust/loan note alternatives" should depend on an individual investor's circumstances.

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Notice is hereby given, that for the initial interest period from July 16, 1990 to September 17, 1990 the Notes will carry an interest rate of 8.75% per annum. The amount of interest payable on September 17, 1990 will be U.S. \$3,839.06 per U.S. \$250,000 principal amount of Notes.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank

July 13, 1990



HENDERSON UNIT TRUST MANAGEMENT LIMITED

Announce with effect from 10th July, 1990 HENDERSON RECOVERY TRUST has been merged following an approved Scheme of Amalgamation into HENDERSON SPECIAL SITUATIONS TRUST.

Holders of Recovery Trust units will receive 0.6548 income units in Special Situations Trust for every unit held.

GRANVILLE SPONSORED SECURITIES

High Low	Company	Price	Change	Gross Div	Yield %	P/E
343 373	Acc. Int. Ind. Ordinary	273	0	10.3	3.8	7.4
38 19	Amalgamated and Rhodes	25	0	0	0	0
210 135	Barton Group (SE)	151	-1	4.3	2.8	14.7
125 95	Barton Group (SE) (SE)	97	0	6.7	6.9	11.6
123 70	Bray Technology	72	0	6.7	6.9	11.6
130 82	Brenhill Com. Prof.	82	0	11.0	13.4	4
316 285	CC Group Ordinary	316	0	18.7	5.9	2.5
176 163	CC Group 1 1/4 Com. Prof.	166	0	14.7	8.9	12
222 140	Carbo 7.5% Prof (SE)	222	0	7.4	3.4	13.2
130 109	Carbo 7.5% Prof (SE)	110	0	10.3	9.4	4
7.5 0.125	"Magnet" Int. Inv. Prof. Com.	0.1	0	0	0	0
7.5 0.125	"Magnet" Int. Inv. Prof. Com.	0.1	0	0	0	0
130 84	Idis Group	84	0	8.0	14.3	3.2
145 50	Jackson Group (SE)	118	0	4.3	3.6	10.5
350 243	Multimedia NY (VestSE)	322	0	0	0	0
130 90	Robert Jenkins	132	-2	11.0	8.3	3.9
467 330	Sovereign	329	0	2.0	6.2	9.8
178 106	Unifirst Europe Com. Prof.	178	-1	10.7	6.0	6.4
395 235	Veterinary Drug Co. PLC	236	0	22.0	9.2	4.0
385 278	W.S. Yates	386	0	16.2	4.2	32.2

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Chrysler Financial Corporation

USDol 150,000,000 Floating Rate

Notes due 1990

Convertible into:

USDol 150,000,000

9 1/2 % bonds due 1996.

For the period from July 12, 1990 to October 12, 1990 the

notes will carry an interest rate of

8 1/2 % per annum with an

interest amount of

USDol 108.61 - per

USDol 5,000 note and of

USDol 1,066.11 - per

USDol 50,000 note.

The relevant interest payment date will be October 12, 1990.

Bank of Paris Luxembourg Agent Bank

COMPANIE DESANT GORAN

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Convertible into:

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With deep sorrow we announce the
passing of our esteemed founder and friend

Eric M. Warburg

July 8, 1990

E. M. WARBURG, PINCUS & CO., INC.
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FLOATING RATE DEPOSIT
NOTES DUE JULY 1996

For the period July 11, 1990
to January 11, 1991 the rate
has been fixed at 8.5% P.A.

Next payment date:
January 11, 1991

Coupon nr: 9

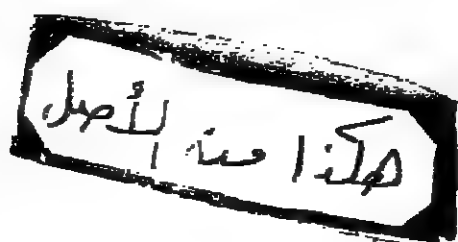
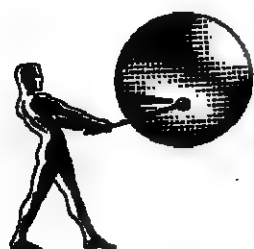
Amount: USD 1,086,11

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The Rank Organisation Interim Results - 1990

	28 weeks ending 12.5.90	28 weeks ending 13.5.89
Profit before tax	£137.6m	£111.0m
Earnings per share	34.2p	30.4p
Ordinary dividend	10.25p	9.2p

The directors of Rank accept responsibility for the information contained in this advertisement. To the best of their knowledge and belief (having taken all reasonable care to ensure that such is the case) the information contained in the advertisement is in accordance with the facts and does not omit anything likely to affect the import of such information.



The Interim Report will be posted to shareholders in due course, and thereafter copies may be obtained from the Secretary, The Rank Organisation Plc, 6 Cornhill Place, London, W2 9EZ.

UK COMPANY NEWS

Logitek up 39% to £3.8m

By Alan Cane

A DETERMINED move away from product distribution into computing services paid off for Logitek in the year to March 31. Sales at the Greater Manchester-based group more than doubled to £59.56m and pre-tax profits rose 39 per cent from £2.75m to £3.8m.

The costs of rationalising acquisitions, however, held earnings growth to only 6 per cent, from 15.26p to 16.27p per share. The recommending final dividend of 2.6p makes a total of 3.9p (3.6p), up 8 per cent.

Logitek, now 11 years old, started as a distributor of

Unix-based Altos computer systems and expanded into distributing a wide range of computer products. Mr James Pickup, managing director, said the company became concerned a year ago that 90 per cent of sales were coming from distribution, but only 74 per cent of profits.

It embarked on an aggressive series of takeovers with the aim of establishing a 50-50 balance in sales between distribution and computing services. Last year it acquired the Advansys group of companies and Microtex and since the year-end has also acquired Focal-

point Engineering from Tetra Computing Services and Microdrive, a computer company providing services to the newspaper and publishing industries.

Mr Pickup said the group now derived 50 per cent of sales from services, but 45 per cent of profits. The group was now made up of three divisions, distribution, services and training and end-user business.

Mr Pickup said the group performed well in a year of increased competition throughout the computer sector.



James Pickup: services now put in 45 per cent of profits

Ex-Hibs chief buys 4% of equity

By James Bunton, Scottish Correspondent

ON THE eve yesterday of the second closing date for Hearts of Midlothian's £2.1m bid for rival Edinburgh football club, the latter's position appeared to be strengthened when Mr Kenny Waugh, a former chairman of Hibernian, announced he had bought 600,000 shares in the company, amounting to 4 per cent of the equity.

Mr Waugh said he supported the Hibs board's attempt to fight off the bid.

Last week, Hearts secured acceptance for 64 per cent of Hibs' equity. However, it needs to gain 75 per cent in order to pass resolutions to merge the two clubs and dispose of Hibernian's assets.

The Hibs camp yesterday saw Mr Waugh's stake, which he is believed to have acquired from an institution, as consolidating its position. Rather more than 25 per cent of Hibs' shares are thought to be in the hands of individuals, the independent survival of the club.

Mr David Duff, chairman, is believed to have 11 per cent of Hibs shares, while Mr Tom Farmer, chairman of Kwik-Fit, has 5.2 per cent, and Mr George Harrison has 2.3 per cent. A further 10 per cent of the equity is believed to be in the hands of Hibs supporters opposed to independence.

Hearts' offer, which last Friday was extended for a week, expires today at 3pm.

Mr Waugh said he looked forward to seeing constructive proposals for the future of Hibs.

US losses hit Electron House

ELECTRON HOUSE, which markets and distributes computer and electronic systems and components, saw sales rise 41 per cent to a record £128.63m for the year to May 31, but because of high interest costs and problems with its associated US company, taxable profits slipped to £4.03m from £4.82m.

Mr Robert Leigh, chairman, said because of the \$687,000 losses of its US company a merger of that company would be sought. A provision of £1.5m had been made against the value of the company's remaining investment and inter-company debt, and this was shown as an extraordinary item.

In June, Electron House raised some £5.1m via a two-for-five rights issue. The proceeds have been used to reduce borrowings.

Mr Leigh added that the growth of the computer companies was expected to continue, although at a slower rate.

while in the component market it was widely forecast that the demand for memory components would grow.

The year's results would also be improved by a saving in interest costs as a result of the rights issue and the exclusion of the losses from the US arm. An unchanged final dividend of 3.1p is recommended, making a total of 5.85p (5.6p) for the year. Earnings per share worked out at 11.97p (17.35p) or 11.76p (16.14p) fully diluted.

The higher tax rate of 31.5 per cent, following the end of tax reliefs, held earnings per share to 13.54p (14.61p).

The final dividend of 3.75p makes a total of 5.25p (4.8p).

Ben Priest declines 3% to below £8m

BENJAMIN PRIEST, the specialist engineer, saw taxable profits fall 3 per cent from £8.19m to £7.92m in the year to end-March. Sales improved 8 per cent from £101m to £108.16m.

The core specialised components division advanced its contribution 16 per cent to

£2.53m (£3.03m) on turnover of £44.6m (£38.65m).

Marine products operating profits fell to £2.7m (£3.12m) on turnover of £26.41m (£24.6m) due to a decline in the US market affecting demand for Lewmar standard winches.

The fall in engineering services' profits to £2.1m (£2.55m)

from increased sales of £37.15m (£31.97m) was attributed principally to the depressed housing market.

The higher tax rate of 31.5 per cent, following the end of tax reliefs, held earnings per share to 13.54p (14.61p).

The final dividend of 3.75p makes a total of 5.25p (4.8p).

Colorgraphic placing

By Vanessa Houlder

COLORGRAPHIC, a USM-quoted printer of direct mail material, yesterday announced a £5.22m placing and open offer to help finance a planned West German acquisition.

The cash will also reduce its gearing, which stood at 66 per cent at the year end, and help it meet outstanding profit-related payments for acquisitions.

Mr Nick Winks, chairman, said the maximum payment required by these earn-out agreements was £22.7m, although he expected just 20 per cent of this to be paid.

A German acquisition would add to Colorgraphic's total of 9

companies located in the UK, the US and the Netherlands. Mr Winks said the company was moving into markets where there were few specialists in direct response.

Albert E Sharp has conditionally placed 2.64m shares at 20p each, subject to recall for the purposes of the open offer.

Colorgraphic's share price fell from 222p to 215p after the announcement. Directors of Colorgraphic, who beneficially own 5.12m shares, representing 38.8 per cent of the capital, said they would not subscribe for shares in the offer, in order to increase the marketability of the shares.

NEWS DIGEST

Jones Stroud down 12% to £6.2m

JONES STROUD's profits warning made in January has been borne out with a 12 per cent decline in the year to March 31. This was due to accessories and materials for the textile and electrical industries, saw taxable profits decline from £7.1m to £6.22m on turnover up 3 per cent from £58.89m to £60.94m.

Trading profit of £5.92m compared with £6.69m and interest received fell to £307,000 (£415,000). Tax took £2.08m (£2.5m).

Last year an extraordinary credit put in £2.14m. Earnings per share came through at 21.82p (24.28p).

As forecast, the final is maintained at 5p for an increased total of 8p (7.5p).

A "difficult and unpredictable trading year" was experienced by Nobo Group, the Sussex-based office and business products supplier.

In the 12 months to April 30, taxable profits amounted to £1.92m, a decline of 34 per cent on the previous year. Directors blamed the fall, incurred after interest charges of £771,000 (£346,000), on increased raw material and subsidiary integration costs.

In contrast, turnover expanded 24 per cent to £25.92m (£20.96m), with Nobo Visual Aids, the main offshoot, accounting for 60 per cent.

Earnings per 10p share emerged at 11.65p, down from 17.94p last time, but the total dividend for the year is maintained at 6.5p via a proposed final of 4.18p (4.4p).

Interest charges reduce Torex Hire

A jump from £22,000 to £205,000 in interest charges resulted in reduced profits at Torex Hire in the six months to April 30.

This USM-quoted tool and small plant hirer saw taxable profits fall from £334,000 to

£288,000 on sales up 25 per cent to £2.48m (£1.99m).

The interim dividend is again 0.8p on reduced earnings per share of 1.91p (2.49p).

Graig Shipping cruises to 22% rise

Graig Shipping, the freight and fuel distribution group, lifted pre-tax profits 22 per cent from £2.81m to £3.42m in the year to March 31.

This rise was struck on turnover ahead 62 per cent to £36.72m (£22.61m). Trading profits climbed to £3.4m (£2.18m) as the losses from shares in related companies was reduced to £75,000 (£470,000).

This year there was no realised profit from a ship sale (£871,000) and depreciation was up some £100,000 to £546,000.

The extraordinary debit was down at £170,000 (£513,000) and earnings before this were 22.1p (20.5p) per share and after 20.4p (14.8p).

Directors recommended a final dividend of 3p (2.5p) on the ordinary and A ordinary shares to make a total of 8.5p (4p) for the year. This includes a special dividend of 3.5p.

Welpac drops 37% on DIY downturn

Welpac, the USM-quoted hardware, DIY and electrical products packager and lighting manufacturer, saw taxable profits fall 37 per cent to £364,000 from £581,000 for the year to January 31.

Sales also declined to £10.66m (£11.03m), mainly because of the depressed demand in the DIY and lighting sectors, higher material and labour costs and the re-merchandising of two major products of Welpac Hardware.

Although earnings have dropped to 1.11p (2.39p), an unchanged dividend of 0.55p is recommended, with the directors expressing confidence in the underlying strength of the group.

Operating profits fell to £240,588 from £31m, while interest receivable declined to 38.915 (£65,699). Sales at Welpac Hardware totalled £32m (£36m), while at Shawe Group the figure was £2.65m (£2.97m).

Flextech almost doubles to £5m

Baby Huey, Buzzy the Crow and Casper the Friendly Ghost are to play their part in the future development of Flextech, the USM-quoted oil industry services company.

HIT Communications, in which Flextech acquired a 30 per cent stake at the beginning of the year, has acquired the rights to represent the animated characters throughout the world, apart from the US and Canada.

In the year to the end of

March group pre-tax profits almost doubled to £4.86m (£2.58m) continuing the trend of improving profitability seen at the interim stage.

Turnover rose 28 per cent to £31.51m (£25.53m). After tax of £2.01m (£1.32m) earnings per share worked through at 11.2p (4.76p) basic or 10.71p fully diluted.

The proposed final dividend of 1p, the first paid, compares with a forecast of 0.75p at the interim stage.

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SERIES A BONDS The Rate of Interest is 8.75% per annum. The Interest Amount payable on 14th January, 1991 will amount to US\$227.01 per US\$5,000.00 in principal amount.
SERIES B BONDS The Rate of Interest is 8.9375% per annum. The Interest Amount payable on 14th January, 1991 will amount to US\$230.89 per US\$5,000.00 in principal amount.
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13th July, 1990

DESK TOP PUBLISHING

The Financial Times proposes to publish this survey on:

25th July 1990

For a full editorial synopsis and advertisement details, please contact

Joanna Shacklock
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FINANCIAL TIMES
LONDON & NEW YORK

COMMODITIES AND AGRICULTURE

Lessons drawn from 'mad cow' scare

By David Blackwell and Bridget Bloom

THE EUROPEAN Community has to find more equitable ways of resolving trade disputes such as those that arose over the so-called 'mad cow' disease and the safety of British beef, a committee of UK MPs said yesterday.

The Agriculture Select Committee of the House of Commons gave a clean bill of health to British beef although it recommended additional measures to control and monitor the disease - bovine spongiform encephalopathy.

However, it expressed concern that following last month's ban on imports of British beef by France and West Germany and the resolution of the problem at a subsequent meeting of farm ministers, a two-tier market for beef had been created in Britain.

This was both inequitable and objectionable because it created a temptation to report cases of BSE and a public perception that some farms were safer than others. The committee also expressed a 'clear difference of perception between the best scientific advice in London and the best scientific advice in Brussels', which would damage consumer confidence in the long term.

The committee called on the UK Government to seek ways of eradicating these anomalies with EC authorities. The Government must also find some effective means to compensate farmers and traders penalised by the settlement, it said.

Mr John Gummer, UK Agriculture Minister, was right to make concessions, as the alternative of taking countries to the European Court of Justice would have taken far too long.

However, the MPs said, 'we hope that the episode will concentrate minds in Brussels on how to avoid a repetition of such situations by finding an urgent procedure for resolving them equitably.'

On the purely domestic front, the committee commended Mr Gummer for his 'robust and level-headed' stance in his measures to control the disease on scientific advice. But he could 'point himself into a corner' by sticking too rigidly to scientific advice, the MPs warned. He should sometimes go beyond such advice 'whether for political, commercial or other reasons'.

But the committee did not recommend a statutory ban on breeding from the offspring of BSE-infected cattle - a course of action ruled out by Mr Gummer on scientific advice.

despite political pressure. The committee said that farmers should be discouraged from such breeding. If they did so, and offspring subsequently developed BSE, 'they should not qualify for compensation.'

The committee also addressed 'the serious knock-on effects in the meat industry' of the BSE crisis, which had affected farmers, abattoir owners, wholesalers, retailers, processors and compound feed producers. Demand for beef had fallen by 25 per cent at the height of the scare.

Particularly hard hit were the processors, the processors of animal offals and other wastes. The offal bans and the ban on the use of animal protein in cattle feed had left them with no market for their products. The MPs noted that 'the implications of this are extremely serious and should be addressed by the Government as a matter of great urgency.'

Agriculture Committee, Fifth Report. To be published as House of Commons Paper 449, HMSO.

'The Minister's advice came from a committee headed by Dr David Tyrrell. Its full report on BSE and breeding was also published yesterday, by the Ministry of Agriculture.'



John Gummer: 'Robust and level-headed'

China's cautious grain market plan

A special correspondent looks at the cash delivery experiment

IN AN experimental step, China is planning to open a cash delivery market for wheat to ease its grain distribution problems, according to Chinese officials and western observers.

The market of its kind in China, it will not use the conventional trading methods of western futures markets. 'It's experimental', one western diplomat said. 'It will work as a grain transfer system. Whether it will go from there to follow western practices is uncertain.'

Scheduled to open in Zhengzhou, in Henan province in central China, in September, it will initially handle about 6m tonnes of domestic wheat from neighbouring wheat producing provinces, including Anhui, Shandong and Hebei. Participants will initially be limited to about 300 provincial grain trading bureaus. Individual speculative traders will not be allowed to participate.

The Chinese still view speculation as profiteering and a capitalist concept that does not conform with communist ideology. The market concept, speculation about the price of commodities forms the basis of a western futures market, where delivery of the physical commodity is rare.

The Zhengzhou market will operate on a strictly cash-for-delivery basis, with a maximum three-month contract. With no storage facilities and poor transportation in China, it will serve as the clearing house for wheat deliveries in other provinces. Prices will be allowed to fluctuate, but only within specified ranges.

'This is not meant to be a free market', one western diplomat said. 'The Chinese will set bounds on the price ranges.'

The Ministry of Commerce, which is establishing this market, hopes it will help to resolve two pressing agricultural issues. Transportation, in particular shipping grain, is a major problem in China, and this market is aimed at making grain transfer more efficient by centralising information.

It is also aimed at reassuring farmers that they will not be subject to drastic fluctuations in the price of wheat. 'It provides a certain signal to farmers that they have some idea where prices are setting in', one western diplomat explained.

Analysts say there are still some problems with the market. It remains unclear, for example, how such a short-term contract could aid farmers' crop planting decisions, which normally must be made many months or even a year ahead of harvest.

In addition, the scope of the market will be limited. With grain production of about 91m tonnes last year and additional imports of 12m to 15m tonnes, it will only account for a small portion of the country's overall harvest.

China's wheat is currently distributed throughout the country after the State Planning Commission and provincial officials hold annual conferences to determine grain allocation. Much wheat is consumed locally. The new market will provide a third alternative means of obtaining domestically grown grain.

Wheat imports are handled by the Cereals, Oil and Foodstuffs Import and Export Corporation, which buys wheat on behalf of provinces and municipalities and reports to the Ministry of Foreign Trade. However, the market's impact on grain imports is expected to be minimal, because Peking bases its grain purchasing decisions on the country's production and what additional wheat it needs to feed its own population.

Western diplomats said another uncertainty about the market would be whether the Chinese would implement a grading system for the wheat, a standard practice on western futures markets.

The Chinese currently do not grade their wheat but different

wheats have different uses and analysts expect that there will be pressure to institute a grading system to ensure that buyers receive the kind of wheat they want.

'This market may have a spin-off effect', according to one western diplomat. 'It will be interesting to see whether they start their own grading system. You want to have what you think you paid for.'

China's decision to open a cash delivery market comes after a long delay. Originally planned to begin in 1988, it was held up by the government's austerity policy and other economic difficulties, according to the official English-language China Daily.

During that time, Chinese research economists obtained a memorandum of understanding with the Chicago Board of Trade to study futures trading and train Chinese dealers and managers in futures markets.

The CBOT is also believed to have advised the Chinese about how a futures market actually works.

If the market is successful, the Chinese hope to open similar markets for other commodities in other provinces, such as trading in pigs in Sichuan, rice in Wuhan, maize in Jilin and cotton in Shandong. But whether these will eventually evolve into real futures markets remains an open question.

Lords allow Spaniards to resume UK fishing

SPANISH OWNERS of more than 80 fishing vessels have won their legal battle to be allowed to resume fishing against British quotas, pending a final ruling on their rights by the European Court.

Five law lords who heard the case have written a letter to both sides saying it has been 'decided in principle' that an interim order should be granted in favour of the Spaniards.

The order will effectively suspend new registration provisions imposing strict domicile and residence conditions introduced by the Government in the 1988 Merchant Shipping Act and designed to protect the interests of the home fishing industry.

A final ruling on whether the Act contravenes European law is not expected for about a year.

Last month the European Court ruled the law lords could grant an order which would have the effect of suspending an Act of Parliament in a case where rights under community law were in issue.

That decision put the law lords in a difficult position and sparked off a row in the House of Commons.

The Spaniards' application was vigorously opposed by Mr Cecil Parkinson, the Transport Secretary.

His counsel, Solicitor General Sir Nicholas Lyell QC, warned that an 'armada' of other vessels could be waiting to take advantage of a favourable decision.

Strict catch restrictions might have to be reintroduced if a large number of Spanish-owned vessels were allowed to resume fishing, he said.

The final terms of the order and the formalities of passing it through the House of Lords have still to be completed. The law lords - Lords Bridge, Brandon, Oliver, Goff and Jauncey - have asked both sides to try to agree the terms of the formal order.

If no agreement is reached it may be necessary to have a further short hearing.

East Germany seen adding 5m tonnes of grain to world market

By Nancy Dunne in Washington

THE ADDITION of East Germany to the European Community could result in an additional 5m tonnes of grain being put on the world market in just a few years, according to the US Department of Agriculture.

A report produced by the department's Foreign Agricultural Service projects that, if East German production increases to West German levels, a rise of some 20 per cent, the region could well become a net exporter.

It now imports between 2m and 3m tonnes of grain a year, but inducements provided by the EC's common agricultural policy along with an infusion of western technology, capital and entrepreneurial spirit could result in a surplus from export of almost 3m tonnes being available.

Currently, East German support levels for grains are higher than those offered under the CAP. However, planting and type of grains has been highly controlled by government decisions.

The composition of the East German agricultural sector is likely to shift under the CAP. Wheat and barley will supplant much of the land on which low yielding grains, like rye and oats, are planted, the report says.

Land planted for potatoes is 60 per cent greater in East Germany than in West Germany. Some of this is also likely to be shifted to grain production.

Meanwhile, East German domestic consumption of grains is expected to fall sharply, with a shift from animal feed compounds to grain to non-grain feed ingredients. East German farmers now use about 70 per cent grain to manufacture their feeds, while their counterparts in West Germany use only 20 per cent.

The department says there will be less overall use of compound feeds as red meat and dairy consumption decrease in response to higher consumer prices.

In a focus on China, the Foreign Agriculture Service predicts that strong demand will continue for wheat imports. Although per capita demand has stagnated over the past six years, population is increasing at a rate of about 15m per year. This creates a demand for an additional 1.5m tonnes of wheat annually.

The loss of arable acres to industry and soil erosion as well as a continued use of land for non-arable crops has impeded the Chinese Government in its attempts at stimulating additional wheat production, the FAS says.

Philippines coconut sales squeezed by Indonesia

THE PHILIPPINES' coconut industry is being hurt by Indonesia's increasing inroads into the world tropical oil export business, according to industry leaders, reports Reuters from Manila.

They say that while Philippine coconut oil export volume has continued to rise due to higher production, prices have dropped sharply because of competition from both palm oil and coconut oil exports from its south-east Asian neighbour.

The Philippines accounts for more than 70 per cent of world trade in coconut oil.

Mr Jess China, president of the Coconut Oil Refiners Association, said Indonesian moves had resulted in a buyers' market for coconut oil, which was hurting Philippine exporters.

'Indonesia is now a close competitor because they are not only into coconut oil but also into palm oil. The industry has developed so fast, it is really a force to reckon with,' he said.

Yvonne Aguilar, executive secretary of the United Coconut Association of the Philippines, a confederation of various coconut trade groups, said: 'Competition from Indonesia is one big threat.'

World coconut oil prices collapsed to \$554 a tonne in June from \$554 a tonne earlier, UCAAP data showed.

Philippine exports of oil and other coconut products rose to \$21.15m in the first six months of the year compared with \$24.557m in the year-earlier period, UCAAP said.

Value fell to \$265.4m in the first half of this year, down from \$269.3m in the same period last year, it said.

China said cut-throat competition between local coconut oil exporters has prevented the industry from formulating a common export strategy. He said some form of regulation was needed to put some order in the industry.

Zambian copper problems denied

SENIOR MANAGERS of Zambia Consolidated Copper Mines yesterday dismissed reports of production problems which analysts said had contributed to this week's surge in copper prices, writes Mike Hall in Lusaka.

Stories that Zambian output had been affected by electrical and transport problems were 'groundless', said Mr Steve Harapiak, ZCCM's operations director. 'We're right on target.'

A transformer had failed several weeks ago at a furnace at Mulufika but it had been repaired, was back on site and would be operational within a week. The failure had led to a build-up of concentrate but this was not expected to affect overall output, Mr Harapiak said. The Mulufika smelter accounts for about a third of all production.

ZCCM's output rose from 415,000 tonnes in 1988-89 to 448,000 tonnes at the end of March this year. The company expects to produce about the same amount in 1990-91.

Optimism grows ahead of Opec meeting

A NEW output pact on which oil ministers of the Organisation of Petroleum Exporting Countries are working should, if implemented, halt this year's dramatic slide in prices and might restore them to a cartel goal of \$18 a barrel by the end of the year, according to industry officials, reports Reuters.

Average spot prices have sunk to about \$14 a barrel since January under the weight of excess Opec supply and a surplus of stocks which this has created.

Opec meets in Geneva on July 26 and key ministers have been working on possible new output cuts ahead of the conference. Most recently, ministers of Saudi Arabia, Iraq, Kuwait, the United Arab Emirates, and Qatar met in Jeddah.

Gulf observers say they worked on proposals designed to cut Opec output to a new overall ceiling of about 23.5m barrels a day from actual volume now of 23.1m b/d or more.

The ceiling would apply until prices were back to the \$18 target. Only then, and if demand warranted, would Saudi Arabia, Kuwait and the UAE resume pressing demands for a reallocation of Opec quotas in their favour. The ambitions of these big producers to sell more oil have caused the crisis in the 13-nation cartel.

They also pledge that there will be no more quota violations of the kind which caused the present glut.

Saudi Arabia cut back to its quota in May. But Kuwait and the UAE have been slow to reduce their production.

MARKET REPORT

GOLD RESUMED its downtrend on the London bullion market yesterday with the price ending at \$351.75 a troy ounce, down \$2.50 on the day and \$9.50 on the week so far. Dealers said the fall was influenced by a weaker trend in New York and a further fall in the price of platinum, which ended \$10.25 lower at \$467.10 an ounce, 25 cents above the 10-month low reached at the fixing. At the London Metal Exchange the cash nickel price registered its sixth consecutive daily rise. It closed \$280 higher at \$9,370, just below an earlier 15-week high, after a break through the \$9,200 in the three months position - which

closed \$267.50 up at \$9,337.50 a tonne, prompted a fresh buying yesterday. Dealers said the upward move was aided by demand from the Far East and US steel mills. They also noted tightness in the scrap market and the strike at Eramet-SLN's operation in New Caledonia. The zinc market rose initially on news of a threatened strike, from next Monday, by workers at Minero Peru. But while the three months position closed \$4 a tonne up the cash price was \$12 down. The lead price dipped back below \$500 a tonne on disappointment at the response to recent output disruptions. Compiled from Reuters

London Markets

SPOT MARKETS

Crude oil (per barrel FOB) + or -
Brent \$19.80-0.05 +0.10
West Blend \$16.45-0.55 +0.20
WTI (11 per cent) \$17.60-7.50 +0.31

Oil products
CME prompt delivery per tonne CIF + or -
Rennell Gasoline \$227.32 +5
Rennell Diesel \$178.154 +3
Heavy Fuel Oil \$72.73 +1.5
Naphtha \$148.150 +1

Other
Gold (per troy oz) \$351.75 -5.50
Silver (per troy oz) \$485 -2.00
Platinum (per troy oz) \$495.90 -10.25
Cadmium (per troy oz) \$116.25 -0.50

Aminium (one market) \$1545
Copper (US Producer) \$126.50 +0.5
Lead (US Producer) \$60.00 -0.5
Nickel (free market) \$42.00 -0.5
Tin (Kuala Lumpur market) \$1807 +0.14
Tin (New York) \$27.50 +1.00
Zinc (US Prime Western) \$37.50

Cable (live weight) +0.85
Sheep (fixed weight) -0.11
Pigs (live weight) -0.25

London daily sugar (raw) \$298.11 -5.4
London daily sugar (white) \$383.00 -8.0
Tie and Lyle export price \$279.0 -0.5

Berley (English food) \$108.5
Miles (US No 3 yellow) \$145.0
West (US Dark Northern) \$108.5

Rubber (Aug) \$22.50 +0.5
Rubber (Sep) \$23.00 +0.5
Rubber (Oct) \$23.50 +0.5

Coconut oil (Philippines) \$300.0
Palm oil (Malaysia) \$287.5
Cocoa (Philippines) \$1542
Soybeans (US) \$94.00 +0.10
Wheat "A" India \$74.00 -1.00

1 tonne unless otherwise stated. p=per cent, q=quintal, h=half, Aug=August, U=October, W=November, S=September, Y=December, M=March, J=June, F=February, A=April, M=May, J=July, A=August, S=September, O=October, N=November, D=December.

Commodity average futures prices. * change from a week ago. @ London physical market.

50¢ Rotterdam. @ Bullion market close. m=Malaysian cents/kg.

COCOA - London POKE \$/tonne			
	Close	Previous	High/Low
Jul	722	722	728 725
Aug	748	748	754 741
Sep	782	782	788 773
Oct	812	812	818 802
Nov	852	852	858 836
Dec	892	892	898 874
Jan	932	932	938 914
Feb	972	972	978 954

Turnover: 2622 (287) lots of 10 tonnes
KCO Indicator prices (\$/tonne per pound) for July 11: Comp. daily \$85.15 (85.15) 10 day average for Jul 12 1011.08 (1012.72)

COFFEE - London POKE \$/tonne			
	Close	Previous	High/Low
Jul	548	557	562 550
Sep	574	583	588 570
Nov	597	599	600 593
Dec	617	618	620 617
Jan	634	635	638 637
Feb	655	652	657
Mar	676	675	678

Turnover: 2289 (3319) lots of 5 tonnes
KCO Indicator prices (\$/tonne per pound) for July 11: Comp. daily \$85.15 (85.15) 10 day average for Jul 12 1011.08 (1012.72)

PEPPER - BPS \$/tonne			
	Close	Previous	High/Low
Nov	176.0	176.0	176.0 176.0
Dec	176.0	176.0	176.0 176.0
Jan	176.0	176.0	176.0 176.0
Feb	176.0	176.0	176.0 176.0
Mar	176.0	176.0	176.0 176.0
Apr	176.0	176.0	176.0 176.0
May	176.0	176.0	176.0 176.0
Jun	176.0	176.0	176.0 176.0
Jul	176.0	176.0	176.0 176.0
Aug	176.0	176.0	176.0 176.0
Sep	176.0	176.0	176.0 176.0
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May	176.0	176.0	176.0 176.0
Jun	176.0	176.0	176.0 176.0
Jul	176.0	176.0	176.0 176.0
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Jun	176.0	176.0	176.0 176.0
Jul	176.0	176.0	176.0 176.0
Aug	176.0	176.0	176.0 176.0
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Jan	176.0	176.0	176.0 176.0
Feb	176.0	176.0	176.0 176.0
Mar	176.0	176.0	176.0 176.0
Apr	176.0	176.0	176.0 176.0
May			

If things are
getting tougher,
shouldn't
you be getting
sharper?

The Economist

LONDON STOCK EXCHANGE

Profits warnings cut into early gains

AN ERRATIC trading session saw UK equities confidently extend their recovery at first before bad news from the corporate sector cut heavily into the market's early gains. By the close, the equity market was sounding somewhat nervous ahead of the announcement today of the UK retail price index for June with its latest evidence of inflation trends.

In early trading yesterday the investment fundamentals were again favourable with Wall Street 42 Dow points up and close to a new peak overnight, while sterling suffered another downward move.

But a gain of nearly 26

Account Dealing Data			
First Dealings	Jul 1	Jul 2	Jul 3
Open Orders	1,200	1,100	1,000
Open Orders	1,200	1,100	1,000
Open Orders	1,200	1,100	1,000

FT-SE 100 index was gradually eroded as first Rank Organisation and then Hawker Siddeley presented the market with evidence of the adverse pressures on corporate earnings of which City analysts were being warned.

The FT-SE index was quickly affected by substantial falls in

Rank and Hawker, both of which are index constituents. The London market was sustained at first by optimism for another strong performance from Wall Street but as London went home the Dow Average, although 9.66 up, had slipped from its earlier levels. Sterling, too, acted against the equity market, by retaining its early loss.

At the close, the day's rise on the FT-SE index had been cut to 10 points for a final reading of 2,370.5, a turnaround of 16 points in the second half of the session. Seaq volume increased slightly, to 460.6m shares from Wednesday's 449.1m, with activity concentrated in the oil

sector, which was reacting to downgradings of leading stocks by Smith New Court, the UK securities house.

Some traders are questioning the substance of the recent recovery or "bounce", as some prefer to describe it. Technical factors were again significant yesterday. The heavy falls in Rank and Hawker were accentuated by the tightness of marketmakers' trading positions; once the shares began to fall, there were very few buyers, and prices were struck lower across the broad range of the market.

"There is every sign that a purely technical rally is running out of steam," said Mr

Paul Harrison at Salomon International. Traders commented on the swiftness of the market's reaction to yesterday's adverse corporate news, which spanned both the consumer and the industrial fields.

Institutional buyers were believed to be in the background but their confidence has clearly been joined by the latest evidence that there are shocks in store on the company profits front. Yesterday's announcements were seen to lend support to the substantial downward revisions by London-based securities analysts of corporate earnings forecasts across the broad range of the UK stockmarket.

FINANCIAL TIMES STOCK INDICES

	Jul 12	Jul 11	Jul 10	Jul 9	Jul 8	Year Ago	High	Low	Open	Close
Government Secs	78.72	78.67	78.78	78.40	78.53	86.14	84.20	74.13	127.4	49.18
Placed Interest	87.26	87.28	87.21	87.34	87.50	95.84	92.91	83.80	105.4	50.53
Ordinary Shares	1070.1	1077.7	1055.0	1059.3	1055.0	1058.0	1078.3	1053.5	2008.8	23.4
Gold Mines	172.7	174.2	173.9	173.3	170.9	201.8	175.5	167.9	734.7	43.5
FT-SE 100 Share	2370.5	2380.5	2327.5	2337.5	2340.0	2258.0	2463.7	2103.4	2463.7	237.6

Ord. Div. Yield 4.55 4.94 5.00 4.99 4.97 4.33
 Dividend Yield 10.03 10.03 10.03 10.03 10.03 10.03
 P/E Ratio (Jul 12) 11.08 11.10 10.98 10.98 11.02 11.57

SEAG Barge 4.45pm 27,002 23,338 22,686 23,130 25,021 32,817
 Equity Turnover (m) 883.3 730.6 518.0 1767.39 1374.80
 Equity Bargain 25,103 22,973 25,323 20,808 37,160
 Shares Traded (m) 351.1 378.3 453.8 801.5 453.1

Ordinary Shares Index, Hourly changes Day's High 1891.9 Day's Low 1869.2
 FT-SE 100 Share Index, Hourly changes Day's High 2380.5 Day's Low 2370.2

FT-SE 100 Share Index, Hourly changes Day's High 2380.5 Day's Low 2370.2

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Hawker stuns market

THE WARNING from aerospace group Hawker Siddeley that profits this year would fall short of last year's figure stunned the market. The shares, a constituent of the FT-SE 100 index, fell progressively to close 62 lower at 548p.

Turnover was unusually heavy before and after the announcement, which blamed the profits shortfall on problems within the group's power engineering division. Hawker also admitted that the "strength of sterling will affect the translation of overseas earnings."

Analysts had been looking for Hawker to make £220m to £225m this year, compared with £202m in 1989. The company said an extensive investigation had revealed losses of some £25m to £30m on the power engineering side, and most researchers cut their estimates to the £170m-£175m mark. Hawker was more optimistic at £192m.

Genovese, the company's broker, dominated trading, with two deals of 1.1m shares apiece done at 550p, a share very early in the day.

Rank cautious

Analysts were quick to cut their forecasts when Rank Organisation turned in a 24 per cent rise in profit to £187.6m, at the lower end of the range of expectations. As the market digested the accompanying cautious statement the shares fell steadily. They closed at the day's low of 789p, down 45.

Analysts said they had been led to believe that Rank's management skills were insulating the company from much of the economic buffeting being suffered by the rest of the leisure sector.

They advanced two theories to explain the company's caution yesterday. One was that it wanted to give itself room to cope with any success, which recommended a hostile £544m takeover bid from Rank last month.

The other theory was that the company wanted to present itself in the best possible light ahead of that bid.

Among the downgradings for the current year's profit, Howe was down £20m to £235m, Kleinwort Benson down £15m to £242m and Smith New Court from £439m to a £285-£339m range. But analysts were unanimous in saying that, despite yesterday's decline, investors and traders were likely to steer

clear of Rank. "The stock is fully valued and will go nowhere in the short term," said one. "This was a surprise," said another, "and the market does not like surprises."

Gas/BP switch

There was substantial underperformance against the wider market by shares of British Gas after a number of leading brokers adopted a more cautious stance on the stock, citing the recent gap between Gas and the oil majors.

The Kleinwort Benson oil and gas team downgraded British Gas from "buy" to "hold." Kleinwort's Mr Philip Lambert said the "10 per cent outperformance of the majors over the past three months and expectations of a fresh bout of regulatory and political jitters in coming months - the so-called McKinnon/Kinnock factor provides a great switching opportunity out of Gas and into BP."

Mr McKinnon is chairman of OFGAS, the UK regulatory body for the gas industry. Mr Kinnock is leader of the British Labour Party.

Kleinwort expects Brent crude to move back up to the \$30 a barrel mark by the end of this year. "Once members can no longer bear the pain of crude oil around \$14 a barrel," said Mr Lambert.

Another bearish scenario for Gas came from Daiwa Securities. Mr David Stedman at Daiwa is concerned about the possible impact on Gas from the electricity privatisation. "Water was a giveaway; we suspect the Government may not be so generous with electricity," said Mr Stedman.

The Daiwa analyst is also concerned about Gas's global gas ambitions and the impact of high UK interest rates on new connections in the domestic sector.

More importantly, he highlights the fact that the British Gas share price, in both dollar and yen terms, is at an all-time high. "The strength of sterling may prompt increasing levels of overseas selling of Gas," said Mr Stedman. Gas shares fell 2 off at 223½p on turnover of 7.8m shares, while BP rose 7 to 328p on turnover of 10m.

The gentle retreat of sterling helped international stocks once more. ICI climbed 21 to 117p, additionally helped by a press report that it might sell

its 50 per cent stake in European Vinyls. SmithKline Beecham rose 11 to 556p and Unilever added 5 to 690p. Fisons continued to benefit from buy recommendations from one broker and closed 11½ to the good at 378½p.

Sieba suffered on two counts: first from the Hawker Siddeley backlash - the companies have some similar businesses - and second from worries that the buoyancy of sterling was making the proposed acquisition of Fuboro of the US too expensive. Sieba shares ended 38 down at 489p.

British Aerospace moved higher initially, helped by favourable recommendations from Nomura Research and Kleinwort Benson, but slipped back on reports that the European Commission was again examining the group's takeover of Rover, especially the tax concessions granted by the UK Government. The shares rose to 545p before settling 3 easier on the day at 537p.

Rolls-Royce failed in an early attempt to equal the 1990 high point and then backtracked to end 4 lower on balance at 225p, after 231p. A securities house advised a switch from Rolls-Royce to British Aerospace, citing the latter's price relative to Rolls.

Trading in Sun Life shares was delayed as dealers awaited details of an important announcement, later confirmed

as a rights issue to raise £67.5m in the ratio of one for seven at 800p a share. Sun Life said it would use the funds to "take advantage of opportunities in Europe." Sun Life shares were marked down to 1270p immediately the news became known, but later steadied to end the session a net 27 off at 1283p. "The fact and size of the issue had been anticipated by the market for quite some time," said Mr Andrew Goodwin at UBS Phillips & Drew.

Standard Chartered was a lone weak spot in the banks, retreating 9 to 449p ahead of the interim figures expected soon.

Abbey National maintained its recent outstanding performance, closing 4 stronger at a record 218p on turnover of 2.2m. Mr John Wriglesworth at UBS Phillips & Drew described the bank as "an inherently reliable cash-generating machine," and expects it to achieve interim pre-tax profits of £275m, up 10 per cent on the same period last year.

Bank of Ireland staged a good rally, closing 5 firmer at 230p after the steep fall triggered by the recent sell note issued by one of the leading Irish stockbrokers.

Brewery stocks suffered a reversal, losing gains made on Wednesday. Grand Metropolitan led the sector lower as traders said an overnight seller in New York left a large surplus of the stock in London. They said a block of 1.1m Grand Met shares was placed yesterday at 647p by a large foreign broker. Grand Met closed at 637p, down 13 in busy turnover of 3.9m shares.

The best performer of the day among brewers was USM-quoted Fuller Smith & Turner. The shares rose again on consideration of the company's purchases on Monday of 44 pubs from Allied Lyons for £3m, and finished at 415p, up 20 on the day and 40 over two days.

Annual meeting statements from Marks and Spencer and Storehouse helped their shares make useful gains. Outgoing M&S chairman Lord Rayner said he was not expecting current year profits to be disappointing. He said improved warehouse and distribution management systems had helped the company cope with the present difficult trading conditions. M&S rose 5 at one point and closed 2½ to the good at 234½p on busy turnover of 5m shares.

Mr Ian Hay Davidson, the Storehouse chairman, said that sales were "usefully ahead of last year on a comparable basis." He expressed optimism for the full year figures. Storehouse added 3 at 123p. A steady 1m shares changed hands.

J Sainsbury was one of the best performers in the FT-SE 100 index as the sector analyst

financial and investment aspects of BRF's business in the international market. He was director of international project finance for Midland Montagu.

Mr Alan Shrimpton has been appointed a director of TOWER HILL SERVICES, computer services subsidiary of English & American Group. He will be responsible for technical and systems developments.

Mr Tom Banks has been appointed a retiring manager of 126 & GENERAL GROUP. He was a senior account director at Collett, Dickenson Pearce.

New chairman for Rugby Cement

THE RUGBY GROUP has appointed Mr Pat Jackson as chairman of Rugby Cement, succeeding Mr Andrew H. Teare who has resigned. Mr Jackson remains chief executive of the UK cement division, and chairman of Cockburn Cement in Australia.

Mr Ian Stewart, Mr. Mr Antony Milford, Mr Peter Jordan and Mr Richard Layton have been appointed to the board of the FRAMINGTON GROUP.

Mr Peter Terry has joined NATIONAL POWER as an executive director of British Electricity International. He will be responsible for the

restructuring of the company's international operations. He will be responsible for the

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BANKS, HP & LEASING

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LONDON SHARE SERVICE

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MOTORS, AIRCRAFT TRADES

1990		Stock		Price		±	Div	Yield	P/E
High	Low								
Components									
456	420	Arby's Panck.	63 1/2				2.50	10	1.0
457	420	Arthur Seaton Inc.	59 1/2	-5			0.6	13.4	4.3
458	190	Auto Parts	10 1/2				0.5	10.0	2.0
459	190	Auto Parts	10 1/2				0.5	10.0	2.0
460	190	Auto Parts	10 1/2				0.5	10.0	2.0
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619	190	Auto Parts	10						

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Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Price	Yield	Pr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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Greenspan knocks dollar lower

THE DOLLAR fell sharply a few minutes after the close of trading in London. This followed remarks about a possible easing of US credit policy made by Mr Alan Greenspan, chairman of the Federal Reserve Board, in testimony before the Senate Banking Committee.

He said that bank lending rates are firming despite a stable Federal funds rate. Mr Greenspan added: "We don't think tightening at this stage would be desirable and as a consequence may have to act to offset it."

The Fed added liquidity to the New York banking system yesterday, via overnight customer repurchase agreements, when Federal funds were trading at 8 1/2 per cent. The US authorities used similar methods on Wednesday when Fed funds were 8 1/2 per cent, but both moves were regarded as technical.

The dollar closed in London at DM1.6555, compared with DM1.6505 on Wednesday, but quickly fell to DM1.6300 in New York. It also retreated to Y148.65 in New York after closing at Y148.75 in London (Y148.65 on Wednesday), while falling to SFr1.3860 from SFr1.4035 (SFr1.4030) and to PFr4.4725 from PFr4.5345 (PFr4.5400). Bank of England figures, taken more than an

hour before Mr Greenspan spoke, showed the dollar's index up 0.3 at 66.0.

Sterling also rose sharply against the dollar, after a volatile day. The pound closed 1/4 cent lower at \$1.7890 in London, but soon rose to \$1.8185 in New York. Earlier the pound had been as low as \$1.7770 in reaction to comments about West Germany made by Mr Nicholas Ridley, the UK Trade and Industry Secretary.

Dealers said Mr Ridley's remarks caused sterling to give up some of the gains induced by speculation about full UK membership of the European Monetary System, but there was a danger of over-reaction. The market was left rather confused however, because although the Trade Secretary "unreservedly withdrew" his comments he made no attempt to deny them. There was also no suggestion that Mr Ridley would be asked to resign over

the issue.

At the London close the pound had recovered its early losses against the D-Mark. It fell to a low of DM2.9625, against DM2.9725, against DM2.9675 on Wednesday. Sterling also advanced to PFr5.9265, but was unchanged at SFr2.5267 and eased to SFr2.5235. The pound's index fell 0.2 to 93.3.

The Spanish peseta fell back within its allowed band of movement within the EMS exchange rate mechanism. In Paris there was no sign of intervention by the Bank of France as the Spanish unit, after being fixed at PFr5.4780 on Tuesday and Wednesday, was replaced as the weakest EMS currency by the Danish krone.

EURO-CURRENCY INTEREST RATES

July 12	Short term	7 days	One month	Three months	Six months	One year
London	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Frankfurt	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Paris	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Brussels	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Amsterdam	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Geneva	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Basel	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Zurich	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Stockholm	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Copenhagen	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Oslo	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Stockholm	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Copenhagen	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2
Oslo	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2	15-15 1/2

Long term Eurodollar rates: two years 10 1/2-11 per cent; three years 11 1/2-12 per cent; four years 12 1/2-13 per cent; five years 13 1/2-14 per cent. Short term rates are for US dollars and Japanese yen. Other rates are for other currencies.

Forward premiums and discounts apply to the US dollar.

STERLING INDEX

July 12	Latest	Previous
US dollar	1.7890	1.7900
1 month	1.7890	1.7900
3 months	1.7890	1.7900
6 months	1.7890	1.7900
1 year	1.7890	1.7900
2 years	1.7890	1.7900
3 years	1.7890	1.7900
4 years	1.7890	1.7900
5 years	1.7890	1.7900

Forward premiums and discounts apply to the US dollar.

CURRENCY RATES

July 12	Bank of England	Official	Market
US dollar	1.7890	1.7890	1.7890
1 month	1.7890	1.7890	1.7890
3 months	1.7890	1.7890	1.7890
6 months	1.7890	1.7890	1.7890
1 year	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890

Forward premiums and discounts apply to the US dollar.

CURRENCY MOVEMENTS

July 12	Bank of England	Official	Market
US dollar	1.7890	1.7890	1.7890
1 month	1.7890	1.7890	1.7890
3 months	1.7890	1.7890	1.7890
6 months	1.7890	1.7890	1.7890
1 year	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890

Forward premiums and discounts apply to the US dollar.

OTHER CURRENCIES

July 12	Bank of England	Official	Market
US dollar	1.7890	1.7890	1.7890
1 month	1.7890	1.7890	1.7890
3 months	1.7890	1.7890	1.7890
6 months	1.7890	1.7890	1.7890
1 year	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890

Forward premiums and discounts apply to the US dollar.

FINANCIAL FUTURES AND OPTIONS

July 12	Settle	Open	High	Low	Close
US dollar	1.7890	1.7890	1.7890	1.7890	1.7890
1 month	1.7890	1.7890	1.7890	1.7890	1.7890
3 months	1.7890	1.7890	1.7890	1.7890	1.7890
6 months	1.7890	1.7890	1.7890	1.7890	1.7890
1 year	1.7890	1.7890	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890	1.7890	1.7890

Forward premiums and discounts apply to the US dollar.

LONDON CLIFFED

July 12	Settle	Open	High	Low	Close
US dollar	1.7890	1.7890	1.7890	1.7890	1.7890
1 month	1.7890	1.7890	1.7890	1.7890	1.7890
3 months	1.7890	1.7890	1.7890	1.7890	1.7890
6 months	1.7890	1.7890	1.7890	1.7890	1.7890
1 year	1.7890	1.7890	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890	1.7890	1.7890

Forward premiums and discounts apply to the US dollar.

US TREASURY BOND FUTURES

July 12	Settle	Open	High	Low	Close
US dollar	1.7890	1.7890	1.7890	1.7890	1.7890
1 month	1.7890	1.7890	1.7890	1.7890	1.7890
3 months	1.7890	1.7890	1.7890	1.7890	1.7890
6 months	1.7890	1.7890	1.7890	1.7890	1.7890
1 year	1.7890	1.7890	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890	1.7890	1.7890

Forward premiums and discounts apply to the US dollar.

JAPANESE YEN FUTURES

July 12	Settle	Open	High	Low	Close
US dollar	1.7890	1.7890	1.7890	1.7890	1.7890
1 month	1.7890	1.7890	1.7890	1.7890	1.7890
3 months	1.7890	1.7890	1.7890	1.7890	1.7890
6 months	1.7890	1.7890	1.7890	1.7890	1.7890
1 year	1.7890	1.7890	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890	1.7890	1.7890

Forward premiums and discounts apply to the US dollar.

THREE-MONTH EURO-DOLLAR

July 12	Settle	Open	High	Low	Close
US dollar	1.7890	1.7890	1.7890	1.7890	1.7890
1 month	1.7890	1.7890	1.7890	1.7890	1.7890
3 months	1.7890	1.7890	1.7890	1.7890	1.7890
6 months	1.7890	1.7890	1.7890	1.7890	1.7890
1 year	1.7890	1.7890	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890	1.7890	1.7890

Forward premiums and discounts apply to the US dollar.

THREE-MONTH EURO-DOLLAR

July 12	Settle	Open	High	Low	Close
US dollar	1.7890	1.7890	1.7890	1.7890	1.7890
1 month	1.7890	1.7890	1.7890	1.7890	1.7890
3 months	1.7890	1.7890	1.7890	1.7890	1.7890
6 months	1.7890	1.7890	1.7890	1.7890	1.7890
1 year	1.7890	1.7890	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890	1.7890	1.7890

Forward premiums and discounts apply to the US dollar.

THREE-MONTH EURO-DOLLAR

July 12	Settle	Open	High	Low	Close
US dollar	1.7890	1.7890	1.7890	1.7890	1.7890
1 month	1.7890	1.7890	1.7890	1.7890	1.7890
3 months	1.7890	1.7890	1.7890	1.7890	1.7890
6 months	1.7890	1.7890	1.7890	1.7890	1.7890
1 year	1.7890	1.7890	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890	1.7890	1.7890
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1 year	1.7890	1.7890	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890	1.7890	1.7890

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1 year	1.7890	1.7890	1.7890	1.7890	1.7890
2 years	1.7890	1.7890	1.7890	1.7890	1.7890
3 years	1.7890	1.7890	1.7890	1.7890	1.7890
4 years	1.7890	1.7890	1.7890	1.7890	1.7890
5 years	1.7890	1.7890	1.7890	1.7890	1.7890

Forward premiums and discounts apply to the US dollar.

THREE-MONTH EURO-DOLLAR

	8.17	Seven year	8.84
	8.22	10-year	8.99
	8.41	30-year	9.30
Two weeks	Three months	Six months	London Interbank
25-26-28	8.15-8.30	8.49-8.55	8.00
10-14	10.1-10.3	10.1-10.3	9.50
	6 1/2-7 1/4		
	9.15-9.25		
	7 1/2-7 3/4		
	11 1/4-11 1/2		
	9 1/2-10 1/4		
10-10 1/2	10 1/2-10 3/4	10 1/4-10 1/2	

CANADA

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FINANCIAL TIMES
NUMBER 1 BUSINESS JOURNAL

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

NYSE COMPOSITE PRICES

NYSE Composite Prices									
12 Month	High	Low	Close	12 Month	High	Low	Close	12 Month	High
High	Low	Open	Close	High	Low	Open	Close	High	Low
30	100	100	100	30	100	100	100	30	100
31	101	101	101	31	102	102	102	31	103
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34	110	110	110	34	111	111	111	34	112
35	113	113	113	35	114	114	114	35	115
36	116	116	116	36	117	117	117	36	118
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AMERICA

Dow toys with new record as Fed hints of lower rates

Wall Street

DESPITE further gains in oil stocks and renewed interest in the telephone sector following a bid from GTE to acquire Contel, the equity market was mixed yesterday — until a hint that the Federal Reserve may be preparing to ease monetary policy boosted share prices, writes Janet Bush in New York.

At 2 pm, the Dow Jones Industrial Average was quoted 14,611 higher at 2,947.23 on moderately active volume of 132m shares. It rallied by 15 points in early trading, and slid back, but then it rose again. Mid-session levels yesterday were well above the record closing high, registered on June 15, of 2,935.89. The lead index had closed 41.53 higher on Wednesday at 2,938.62.

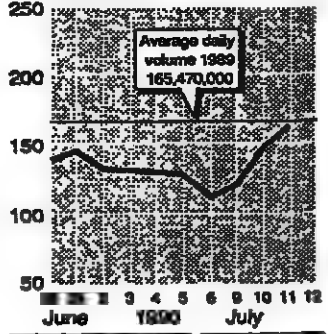
Mr Alan Greenspan, chairman of the Federal Reserve, said in his testimony before the Senate Banking Committee that the Fed was considering a general easing in monetary policy. This was aimed at offsetting signs that a contraction in the availability of loans from commercial banks had tightened credit conditions.

It was the first clear indication that the Fed may lower interest rates in response to a "credit crunch" and immediately boosted Treasury bonds and equities and caused a drop in the dollar, which had been

strong overnight. The market was excited by news that GTE is offering to swap 1.27 of its common shares for each share of Contel. After delayed openings in both issues, GTE was quoted \$24 lower at \$28.4 while Contel jumped \$6 to \$34.

NYSE volume

Daily (million)



phone stocks. Centel added \$1 to \$36 and Century Telephone Enterprises was up \$2 to \$29.

Oil continued to benefit from price of crude oil. Unocal jumped \$1 to \$29.9 and Atlantic Richfield added \$3 to \$120.4. Oilfield service companies were sharply higher with Schlumberger up \$1 to \$59.8. Sears Roebuck slumped \$1 to \$34.4 after the company

announced that its sales for June were up only 3.5 per cent from a year ago. Among other retailers announcing their June sales, JC Penney dipped \$4 to \$80.4 and Dayton Hudson added \$4 to \$73.4. Gap gained \$4 to \$57.4 after reporting a 31 per cent rise in sales from a year ago.

Money centre banks were hit by a directive from federal regulators to write off 20 per cent of their loans to Argentina and Brazil. Among these, Citicorp dipped \$4 to \$21.4 and Chase Manhattan fell \$1 to \$22.4.

Computer Associates International slumped \$5 to \$10.4 after the company said that its revenue for the June quarter appeared to be significantly less than the same quarter last year and that earnings may also be lower.

Canada

TORONTO stocks were steady at midday, with a drop in gold and transport shares offsetting gains by several blue chips. The composite index inched up 1.7 to 3,546.2 on volume of 10.4m shares. Declines led advances 223 to 179.

Laidlaw was the most active stock, losing C\$ to C\$27.4 and pushing the transportation index down. PWA shed C\$ to C\$8.9 but Air Canada gained C\$ to C\$10.4. In gold stocks, Lac Minerals C\$ to C\$10.4 and Corona was flat at C\$7.4.

Greece takes its 1990 gains to over 200%

Athens and Bogota were June's emerging market winners, writes Jacqueline Moore

THIS has been a heady year for the Greek stock market. It jumped more than 40 per cent in dollar terms last month, according to the International Finance Corporation, taking its rise in 1990 to more than 200 per cent.

Shortage of stock and continuing demand from domestic investors were behind the rise, which has been so fast that the market has recently reduced its trading to four days a week in an attempt to catch up with the paper work. Foreigners have begun to look nervous about the rapid ascent of share prices and an average price/earnings ratio of about 30. This year there has been a correction, with the Athens index falling 6.2 per cent since Monday to 1,560.76 yesterday.

Mr Mark Smith of Corporate Broker Services says that he expects the index to consolidate at about 1,500. Two more country funds focusing on Greece are about to be introduced, he says, adding that it will be interesting to see whether foreigners are willing to invest in the funds at current prices, or whether they will wait for a correction. Foreign investors are being actively wooed by the Greeks. At the end of June, Mr George Souflias, Economics Minister,

introduced a bill designed to encourage investment and remove some bureaucratic barriers towards the development of a mature market.

The second best gain in June was in Colombia, which advanced more than 19 per cent in dollar terms, mainly on rises in a few stocks heavily weighted in the index, says Mr Paul Weiss of Corredores Asociados, a Bogota-based brokerage. Several large cement companies, including Cementos Argos, Cementos Caride and Cementos del Valle, which have cross-holdings in each other, were active buyers of each others' shares after good first-quarter results.

Mr Weiss adds that the market was relieved by the election of the new president, Mr Cesar Gaviria Trujillo. The president-elect has formed a committee to study capital market developments, says Mr Alastair Forsyth of Schroders, and is keen to encourage foreign investors. Estimates of when foreigners will be able to invest easily in the stock market vary from October to the end of the year. Corredores Asociados is currently looking at the possibility of a Colombia country fund, says Mr Weiss.

Colombia faces a struggle to attract foreign money, how-

IPC EMERGING MARKETS PRICE INDICES

Market	No. of stocks	June 29 1990	% Change over 5 weeks (Dollar terms)	% Change on Dec '89	June 29 1990	% Change over 5 weeks (Local currency terms)	% Change on Dec '89
Latin America							
Argentina	(24)	275.51	-3.1	-34.3	8,141,534	-1.3	+152.4
Brazil	(56)	65.48	-15.6	-48.8	1,165,352	-4.5	+172.1
Chile	(28)	710.02	+6.1	+14.7	1,593.87	+3.3	+11.2
Colombia	(20)	306.70	+19.3	+35.9	1,318.84	+21.2	+55.8
Mexico	(54)	712.45	-5.6	+22.1	10,497.66	-4.9	+29.7
Venezuela	(13)	148.32	-5.4	+86.0	940.88	-3.8	+115.4
East Asia							
Korea	(63)	352.24	-9.1	-23.9	301.13	-8.5	-20.6
Philippines	(29)	1,447.10	+1.8	-25.0	1,844.10	+2.3	-22.8
Taiwan, China	(64)	715.39	-13.3	-45.8	482.90	-13.9	-43.4
South Asia							
India	(60)	210.97	+4.4	+3.3	294.33	+5.1	+6.5
Malaysia	(62)	152.18	-3.3	+0.1	169.98	-2.6	+0.5
Thailand	(34)	437.19	+4.5	+9.3	414.36	+4.5	+9.8
Europe/Middle East							
Greece	(26)	845.33	+40.6	+200.2	1,069.16	+38.3	+212.1
Jordan	(25)	101.78	+2.1	+20.0	179.04	+2.0	+14.4
Portugal	(27)	610.18	-2.7	-10.4	578.31	-1.9	-11.9
Turkey	(18)	328.08	-3.2	+35.4	1,134.18	+0.2	+54.4

Source: International Finance Corporation. Base date: Dec 31, 1989. Jan 1990 = 100. Dec 1989 = 100.

ever, if one London broker's reaction is typical. He says that his company does not look at the Colombian market at all because of the drug trade. Latin America also produced one of June's worst performers, Brazil, which lost 15.6 per cent in dollar terms, taking its fall this year to almost 49 per cent.

The market has been fragile since President Fernando Collor de Mello assumed office on March 15 and took drastic measures to halt inflation, says Mr Audley Twiston-Davies of Latin American Securities. Most foreign investors seem to be holding back, to see whether the measures succeed.

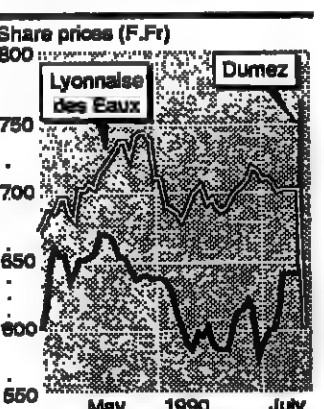
Brazil has recovered some ground this month, says Mr Twiston-Davies, who says that one month's fall or rise should not be taken too seriously. In the long term, he remains optimistic about Brazil, especially as the average p/e ratio has now fallen to between 2 and 3 from 8.3 last year.

EUROPE

Paris focuses on Dumez and Lyonnaise des Eaux

WALL STREET's overnight gains lifted most Continental bourses yesterday, while merger mania dominated Paris, writes Our Markets Staff.

PARIS focused on Lyonnaise des Eaux and Dumez, which were reported after a three-day suspension. As expected, investors took the view that the terms of the merger favoured the construction group over the water utility. Dumez leapt Ffr127 or 19.6 per cent to Ffr768 with 1.04m shares traded. It ended below the day's high of Ffr800. Lyon-



naise dropped Ffr100 or 14.2 per cent to Ffr602, after a low of Ffr584, on 1.2m shares.

In the long term, Lyonnaise des Eaux would be more comparable with Générale des Eaux, said County NatWest. "Consequently, the 30 per cent premium paid for Lyonnaise in terms of cash earnings previously accepted by the market, given its higher level of profitability, should narrow."

Interest in the merger spread to other construction companies, with Bouygues, which announced a Ffr1bn order for eight Thai plants late in the day, up Ffr21 or 3.4 per cent to Ffr632. The CAC 40 index

gained 4.6 to 1,978.18 on overall turnover estimated at Ffr4.75bn. Casino continued to rally after last week's optimistic analysts' meeting, jumping Ffr9.30 or 6.7 per cent to Ffr146. SEB, the appliances group which owns Rowenta, gained Ffr35 to Ffr126.5 after better-than-expected first-half turnover figures.

FRANKFURT lost early gains, with the DAX index ending 1.67 lower at 1,916.32 after a 9.70 rise to 815.96 at mid-session; but higher volume gave credence to stories about renewed foreign buying, and an interesting trend developed in the options market.

Volume rose from DM6.5m to DM8.3m. Veba rose unusually high in the most active stocks list, coming second in turnover of DM715m after Deutsche Bank's DM1.17bn. The energy and chemicals group reported flat first half profits yesterday, and admitted that they would have been lower but for extraordinary contributions and a drop in taxes. The shares were unchanged at DM443.

A total of 19,981 options were traded on the Deutsche Terminbörse — 15,443 calls to 4,219 puts, compared with 16,844 on Wednesday and 17,799 on Tuesday, suggesting that there is money waiting to see the conventional market rise.

MADRID rose to a high for the year, but was less encouraged by the June inflation figure than many had anticipated. The month-on-month rise of 0.3 percentage points had largely been discounted, said a dealer, with the more optimistic forecasts suggesting a gain of 0.2 points. The general index gained 2.02 to 305.59, after an official correction to 303.57 on Wednesday.

Aragonesas, the chemicals group, was unable to trade because of excess demand, on rumours that the March group

might be selling part of its stake. The stock closed at Pta1,940 on Wednesday.

MILAN was encouraged by reports that the broker Lombardini had resolved its financial difficulties. The Comit index rose 0.59 to 731.58 on the second-to-last day of the July trading account.

Fiat took heart from Wednesday's turnaround and rose L110 to L93.20. Among insurers, Generali lagged behind gains by smaller stocks such as RAS, Toro and Allianz. Banking stocks jumped on expectations that the Amato banking reform bill would clear its final hurdle in the Senate to become law.

The telecommunications holding company, Stet, whose stock split and 1-4 bonus issue comes into effect on Monday, added L186 to L6,860.

AMSTERDAM was lifted by Wall Street's overnight gains and a firmer dollar. The CDS Ten-year index rose 0.50 to 120.0. Some analysts say international investors were now viewing the market more positively as fears of higher interest rates faded and company prospects for 1991 brightened.

Multinational stocks set the pace, with Royal Dutch adding F13.30 to F143.70. Bührmann TetraPac was 80 cents better at F173.60 after the company's president said in a newspaper interview that the stock was undervalued. Trading in Macintosh, the diversified retail group, resumed after Wednesday's suspension when it was revealed that talks on a possible F150-a-share public bid for Macintosh by the investment group, HAL Holding, had collapsed. The stock plunged F15.30 to F13.90.

LYONBUL hit a record on foreign demand and optimism about company profits. The index gained 122.5 to 4,239.43, breaking the previous high set in February.

ASIA PACIFIC

Japan rises as the Antipodes streak ahead

Tokyo

ANIMATED index-linked trading in the last 15 minutes of dealing yesterday lifted the Nikkei to the week's highest level, writes Martina Cannon in Tokyo.

But the day was clouded by renewed uncertainty over interest rates, as the yen fell back against the dollar.

Investors, buoyed by the firm yen on Wednesday but disappointed at the lack of commitment towards the Japanese currency by G-7 leaders at the Houston summit, held back. But component stocks of the 225-issue market indicator rose steadily and, following the late flurry of arbitrage activity, the Nikkei finished near its day's high at 32,575.32, up 261.14. Its high was 32,577.79 and its low 32,572.72.

The Topix index of all first section stocks edged up 2.87 to 2,354.24 and the second section continued its recent advance, rising 11.97 to 4,418.71, another record high. In London trading, the ISE/Nikkei 50 index was up 0.45 to 1,758.68.

Volume in Tokyo increased to 430m shares from 400m and gains outnumbered losses by 503 to 421, with 197 issues unchanged. The yen finished at Y149.90 to the dollar, down Y0.80 from the previous day.

Trading focused on blue chip stocks as well as resource-related and high-technology shares. Oils were also strong, as hopes grew that joint ventures would be formed between Japan and the Middle East following Prime Minister Toshiki Kaifu's visit to that region next month. Nippon Oil was the day's most heavily traded issue, ending at Y1,430, up Y50.

Constructions, recent winners on the strength of a gov-

ernment plan to increase spending on public works, fared well in the morning but retreated later. Toda Construction hit its highest level this year but then fell back on short-term profit-taking. It finished down Y40 at Y2,280.

The strongest advance of the day was made by a second-section issue, Namco. Shares of the company, one of the big three game equipment makers in Japan, soared Y430 to Y4,050. It was mainly bought by individual investors seeking short-term profits after Namco reported an expected 18 per cent rise in pre-tax profits for the year ending March 1991.

Osaka stocks rose across the board early in the day but later trimmed their gains as investors grew wary of an easier bond market. The OSE average

edged up 89.78 to 35,998.07 on turnover of 48m shares, compared with 50m on Wednesday.

Roundup

THE ANTIPODES streaked ahead, while politics kept the pressure on Taiwan.

NEW ZEALAND closed at a six-month high, as a weak domestic dollar encouraged more overseas buying. The Barclays index rose 49.50 to 1,858.85, its best close since February 15. Turnover rose to 21.3m shares or NZ\$45.9m from 21.1m or NZ\$32.5m. Fletcher Challenge scored 11 cents to NZ\$4.49, while Brierley Investments topped market turnover as it added 4 cents to NZ\$1.92 on volume of 7.2m shares.

Carter Holt Harvey built on recent gains and climbed a fur-

ther 12 cents to NZ\$3.10.

AUSTRALIA ended at a five-month high in the busiest turnover in terms of value since last September. The All Ordinaries index gained 1.5 to 1,607.3 but well down on the day's peak of 1,622.9. Early speculation that the Govern-

ment might soon ease interest rates, sparking a fall in the Australian dollar, pushed shares higher but they then fell back after a denial from the Treasury. Turnover jumped to 170m shares or A\$593m from 98m shares or A\$288m. National Australia Bank accounted for one-third of the total turnover in terms of value, after Adelaide Steamship was reported to be selling its stake. NAB was steady at A\$5.85.

TAIWAN nosedived, on

reports that Saudi Arabia would sever diplomatic relations with Taiwan and recognise China. Prices were also pressured by the bankruptcy of a broker, Chao Chun. The weighted index closed down 327.38 or 6.62 per cent at 4,626.05.

SEOUL fell again, on news that the trade deficit for the first nine days of July totalled \$60m. The composite index lost 9.09 to 701.91, the second-lowest close this year, on volume of Won128.4bn, up from Won83.7bn.

HONG-KONG continued to rally on overseas buying. The Hang Seng index jumped 27.86 to 3,468.59. Turnover remained robust at HK\$2.39bn, although it was below Wednesday's HK\$2.75bn, the highest level in more than 14 months.

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FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY JULY 17 1986										THURSDAY JULY 18 1986										DOLLAR INDEX			
	Figures in parentheses show number of lines of stock	% change	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % change on day	Grass Div. Yield	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1990 High	1990 Low	Year Ago (approx)					
Australia (80)		151.45	-0.6	124.85	142.31	129.96	126.12	+0.7	5.53	152.33	124.40	143.33	130.44	125.23	155.31	125.85	135.80	125.80						
Austria (19)		283.06	-0.8	116.89	247.19	225.73	225.28	-0.3	1.29	285.13	216.51	249.46	227.02	223.07	282.72	185.15	125.39	125.39						
Belgium (61)		151.27	-0.5	124.70	142.15	129.80	126.85	-0.1	4.57	152.07	124.18	143.07	130.21	128.76	160.02	132.11	134.16	134.16						
Canada (19)		138.14	+0.3	113.88	129.90	118.53	115.94	+0.4	3.50	137.73	112.47	129.58	117.93	115.44	133.61	130.37	144.21	144.21						
Denmark (33)		126.14	-0.1	100.43	242.52	224.07	222.52	-0.7	1.30	126.15	215.79	246.20	223.56	222.33	262.92	236.89	210.89	210.89						
Finland (28)		135.18	-0.4	111.43	127.02	116.00	109.28	+0.0	2.51	135.73	110.84	127.72	118.22	109.26	125.29	125.89	144.80	144.80						
France (124)		157.30	+0.1	129.67	147.80	134.97	136.70	+0.3	3.00	157.11	128.30	147.82	134.52	136.22	168.85	141.89	125.95	125.95						
West Germany (92)		136.84	-0.4	112.89	128.70	117.51	117.51	-0.1	1.91	137.44	112.24	128.34	117.68	117.68	138.82	122.05	94.26	94.26						
Hong Kong (48)		142.84	+0.6	117.75	134.22	122.58	142.51	+0.7	4.40	141.95	115.93	133.57	121.58	141.56	142.84	112.24	103.00	103.00						
Ireland (17)		185.50	-1.8	153.74	175.24	160.03	161.82	-1.5	2.71	186.85	155.04	176.63	162.59	164.87	182.72	142.72	125.55	125.55						
Italy (99)		104.08	+0.1	85.80	97.80	89.31	89.98	+0.4	2.50	103.93	84.88	97.79	88.39	89.65	109.26	91.86	90.72	90.72						
Japan (454)		150.91	+0.7	124.40	141.80	129.51	141.80	+0.8	0.59	148.88	122.39	141.02	128.35	141.02	197.26	124.40	181.11	181.11						
Malaysia (36)		106.18	+0.0	184.70	221.82	202.06	245.76	+0.0	0.21	228.72	189.30	222.32	202.33	245.80	295.32	204.15	189.05	189.05						
Mexico (13)		514.35	+2.4	424.00	483.30	441.38	1618.78	+2.6	0.32	502.14	410.06	472.46	423.97	175.11	549.56	130.43	123.83	123.83						
Netherlands (43)		140.97	+0.0	118.21	132.46	120.97	119.74	+0.4	4.71	140.91	115.07	132.59	120.56	119.30	145.96	130.43	123.83	123.83						
New Zealand (17)		67.76	-0.3	55.88	63.68	58.15	60.83	+0.1	7.21	69.98	55.50	63.55	58.20	60.78	75.36	59.57	67.37	67.37						
Norway (16)		200.14	+0.2	208.48	192.57	187.50	187.50	+0.2	2.27	207.67	177.87	197.37	207.00	245.90	202.34	184.52	184.52	184.52						
Singapore (25)		205.22	+0.6	168.18	192.64	176.10	171.27	+0.3	3.03	203.98	168.18	191.74	167.57	170.76	207.30	170.76	170.76	170.76						
South Africa (80)		183.55	+4.8	151.31	172.47	157.50	154.01	+0.4	2.96	175.17	143.05	164.82	159.49	153.47	251.90	151.40	151.40	151.40						
Spain (42)		177.92	+0.2	146.87	167.18	152.67	136.13	+0.4	4.00	177.94	149.98	167.06	152.02	135.55	177.92	132.84	154.32	154.32						
Sweden (17)		229.78	-0.8	195.89	215.81	197.80	180.20	-0.8	2.00	231.67	198.18	217.98	187.37	204.14	232.74	173.89	173.89	173.89						
Switzerland (67)		108.44	-0.2	89.39	101.50	93.08	94.32	-0.1	1.18	108.49	89.39	101.50	93.08	94.32	108.44	89.39	89.39	89.39						
United Kingdom (304)		171.31	+0.3	141.22	160.96	146.95	141.22	+0.2	4.32	170.83	139.60	160.71	146.26	145.05	188.90	88.78	88.78	88.78						
USA (539)		145.97	+1.2	120.33	137.16	125.26	145.97	+1.2	3.38	144.21	117.77	135.70	123.49	144.21	148.90	130.61	130.61	130.61						
Europe (581)		152.70	+0.0	125.88	143.48	131.03	126.41	+0.6	3.57	152.66	124.96	143.64	130.72	127.69	153.43	135.57	126.24	126.24						
Nordic (116)		213.65	-0.4	176.12	200.78	183.33	177.98	-0.1	1.70	214.72	175.10	201.75	180.80	176.07	217.43	185.01	174.04	174.04						
Pacific Basin (609)		150.91	+0.8	125.43	128.14	126.14	140.85	+0.8	8.91	149.55	122.13	140.71	126.06	140.16	129.75	124.83	126.45	126.45						
North America (699)		150.79	+0.8	125.13	128.02	126.14	140.85	+0.8	8.91	149.55	122.13	140.71	126.06	140.16	129.75	124.83	126.45	126.45						
Pacific America (535)		145.40	-1.2	119.88	136.84	124.79	143.97	-0.2	3.34	143.21	123.48	135.26	123.47	135.70	174.18	130.35	130.35	130.35						
Europe Ex. UK (677)		140.06	-0.1	115.46	131.63	120.20	127.50	+0.1	2.75	140.25	114.54	131.90	124.10	120.19	141.78	128.81	110.59	110.59						
Pacific Ex. Japan (605)		144.72	-0.1	119.30	135.00	124.18	127.50	+0.6	4.82	144.80	118.26	136.27	124.00	126.74	144.80	122.53	122.53	122.53						
Asia Ex. Japan (237)		140.06	-0.1	115.46	131.63	120.20	127.50	+0.1	2.75	140.25	114.54	131.90	124.10	120.19	141.78	128.81	110.59	110.59						
World Ex. UK (2067)		146.42	+0.7	120.70	137.49	125.65	139.22	+0.7	2.23	145.33	123.47	135.27	128.47	136.57	173.77	131.00	158.07	158.07						
World Ex. So. Af. (2311)		148.41	+0.7	122.34	139.48	127.58	139.22	+0.8	2.48	147.42	120.38	138.72	126.25	138.16	161.00	130.80	148.90	148.90						
World Ex. Japan (1917)		148.92	+0.7	122.78	139.94	127.51	139.29	+0.9	2.49	147.88	120.78	139.16	126.05	137.08	148.92	134.62	131.37	131.37						
The World Index (2371...)		148.62	+0.7	122.52	139.88	127.54	139.37	+0.8	2.49	147.58	120.53	138.86	126.39	138.29	162.05	132.75	147.58	147.58						

RECRUITMENT

JOB: Companies in search of excellence are unwise to impose uniform management styles

The varieties of executive effectiveness

A SHREWD observer of the working world, called Bernard Holloway, once pointed out that youngsters are poorly prepared for careers by educational marking procedures. As he was chief of Manchester University's careers service at the time, his remark did not endear him to his academic colleagues. Education, he said, "conditions people to think that if they get 80 per cent of the marks available for something, they know it well and are fit for a fresh challenge. But at work, 80 per cent isn't nearly good enough. You have to go on doing the same thing until you get it 98.5 per cent right on average."

Even that figure, however, will probably strike some readers as leaving too wide a tolerance. For I know from your letters that a good many of you have jobs in which total accuracy is taken for granted. And in that case, the only achievements thought worth mentioning are those which exceed 100 per cent, in being better than the best that anyone would expect. Such truly high performance is not traditionally looked for in most workers. Indeed, Bernard Holloway's 98.5 per cent might well more than satisfy a lot of managers, who are content as long as their staff maintain a standard

which keeps their own bosses and the customers tolerably passive. But sharpening competition has persuaded a minority of company chiefs to think differently. In their view, the prime task of managers is no longer the negative one of ensuring that those below do not fall short of minimum standards. Instead, it is the positive one of enabling their staff to do better than they or anyone else expected. Consequently, there is growing interest in how people come to achieve truly high performances.

As it happens, one line of research into that topic was mentioned in this corner of the FT on February 28. The method, devised by American management consultant Jerry Fletcher, defines a top-notch achievement as made up of four stages, each of which needs to be explained. They are:

- How the high performers came to tackle the task.
- How they got it going.
- How they kept it going.
- How they withdrew from it creditably.

Guided by a trained counsellor the people under study apply those

four questions to each of about half a dozen fairly recent cases where they think they worked at their peak. At least one case should have been outside their job.

After analysing what they have said, the counsellor sends them their prototype high-performance pattern. They amend and return it, and the changing text is then batted back and forth until both are satisfied with its accuracy.

Most use of Dr Fletcher's method has been on individuals in a variety of professional jobs. But some months ago, Robert Quinn and Gretchen Spreitzer of Michigan University's business school decided to apply it specifically to managerial work. So they went through the patterning process with 87 middle and senior managers on a four-week course at the school.

One question that interested the Michigan researchers was whether they could identify a general pattern of high performance in management. While hardly anyone still hopes for the discovery of a scientific way of managing which will be better than any other in all circumstances, a great many people

believe companies do best to have a particular management style which is applied across all their activities. Quinn and Spreitzer wanted to put that belief to the test.

Their report, not yet published, shows that a general pattern can be statistically assembled from the results. When all 87 managers were taken together, their typical approaches to each of the four stages were as follows.

The spur

The spur that impelled them into the successful project was the recognition of a need, coupled with a sense of challenge and risk.

They got the task going by first making sense of it by picturing and planning how it would develop. Then they put together a team of people with suitable skills, established participative working, and formed links with outside sources able to help.

They kept things going by providing clear direction, and monitoring and co-ordinating the work while carefully maintaining the participative climate.

The signal to withdraw was evidence that the results had exceeded expectations, giving them an intrinsic sense of achievement and growth as well as recognition and reward from above. Finally they showed their own appreciation of others who had been involved.

Quinn and Spreitzer admit that, as academics, they find the general pattern attractive. For instance, they say, "It is simple and has a logical flow." Alas, although giving an average picture of the managers as a whole, it was not the way any of the 87 actually worked while performing at their best.

When the individuals' real approaches were analysed, at least six different broad types emerged. The researchers describe them as:

The responsive action pattern whose involvement in successful projects tends to begin with an invitation to tackle it from somebody else. "They are not assertive nor do they exercise direction. They are people-orientated and devote much effort to maintaining interpersonal relationships." Other traits include a high valuation of intrinsic as distinct from material

rewards, a reflective and long-term perspective, flexibility, and strong commitment throughout the task.

Selfless firefighter pattern which is much like the responsive action type except that, instead of staying committed to the task throughout, selfless firefighters treat it as a series of separate challenges. Once each has been dealt with, they switch attention to the next.

Assertive action pattern: more pioneering and assertive than the previous two. "These people initiate action, provide direction and develop expectations. They tend to analyze the situation, develop a vision of what needs to be done, and then act on that vision. They focus on short-term outcomes and show immediate progress."

Structured independent: People of this pattern "have a strong tendency to work by themselves... little interest in participative management, and tend to pursue complete autonomy." They put great importance on understanding the situation in detail, tend to be closed to criticism and other feedback, but maintain intense effort under stress.

Extrinsic creative which has two differences from the structured independent pattern. Extrinsic creators typically adopt unorthodox and innovative approaches needing more creativity and risk. Instead of being loners, they form relations with others although strictly of a kind they themselves can direct.

Adaptive group pattern: more people-orientated than the last two, but also concentrates on the task. "They greatly emphasise cohesive teamwork and responsiveness to new opportunities and alternative plans of action." Other traits include openness to criticism, intense activity, short-term outlook, and learning by doing.

Even though the researchers point out the danger of drawing hard conclusions from a sample of only 87 executives, they think the study has far-reaching implications. Probably the most important is the evidence that there is no one way of managing at peak effectiveness. The differences between the six types are such that it would be unwise to require any to behave like one of the others. In short, imposing uniform management styles "would tend to constrain individuals to average or mediocre levels of performance."

Michael Dixon

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London SE1 9HL.

CONTRACT RISK ASSESSMENT AND ANALYSIS

City of London financial services group wishes to strengthen its expertise, by the addition of an experienced analyst in this area. The successful applicant will probably have been involved in some aspect of trade finance with a knowledge of credit assessment techniques a distinct advantage. The position will also involve the analysis of contract documents and balance sheets and the identification of areas of potential risk.

He or she should have interest in political and social developments worldwide and a proven ability to assess country risk. Other desirable qualities include education to degree standard, computer literacy and an inquiring disposition. Since the position will require the conduct of detailed negotiation with a wide range of companies at a senior level the successful applicant is unlikely to be less than 25 years old.

Salary £ Negotiable but generous;
usual array of benefits.

Applications in confidence write to Box A879,
Financial Times, One Southwark Bridge,
London, SE1 9HL.

Structured Trade Finance

Our client, a market leader in the provision of highly structured trade and project finance transactions for international clients (both corporate and government) exporting to, or investing in, the developing countries, is looking to expand its activities in Europe out of London.

The chosen candidate will be a graduate/MBA with a strong merchant/investment banking track record, including several years' experience in structured trade finance in the developing countries. He or she will have an extensive knowledge of government guarantee and insurance programmes gained from working on transactions with the European export credit and investment agencies.

Candidates should be pro-active self-starters possessing strong interpersonal skills, as this is a marketing-intensive position involving regular European travel. Fluency in at least one other European language will be an advantage.

The position provides a highly competitive salary and benefits package, including significant bonus potential. Prospects for further career advancement within the company are excellent.

For an informal discussion and/or further information, please telephone, or write in absolute confidence to Neil Salt, quoting ref NAS 2019.

Lloyd Chapman
Associates

International
Search and Selection
160 New Bond Street, London W1Y 0HR
Telephone 071-753 0160
Fax 071-753 0162



Enskilda Asset Management European Equities Analyst

City

Enskilda Asset Management is responsible for all the international fund management activities of the Skandinaviska Enskilda Banken Group. Owing to the growth of interest in international investment from Sweden, a global fund management group has been established in London, and will comprise teams covering every major market of the world. It is confident of achieving a leading position in this highly competitive field.

Expansion of funds under management has produced the need for an additional Equities Analyst to join this high calibre team. Reporting to the Chief Investment Officer, the Analyst will focus on Germany, Holland, Switzerland and Belgium, on a multi-sector basis. Previous experience of analysing these markets would be an advantage, however, there will be the opportunity to cover other geographical areas, if desired.

Excellent Package

The ideal candidate will have written and verbal communication skills of the highest quality, in English and appropriate foreign languages. The ability to assess stock value and propose investment strategies will be an essential addition to a rigorous evaluative approach to companies, sectors and markets. Aged in their mid to late 20's, he or she should combine intellectual vigour and creativity with maturity, enthusiasm and independence of mind.

The remuneration package will comprise an attractive negotiable base salary, generous performance-related bonus scheme and other bank benefits, including a mortgage subsidy. In this team-orientated and meritocratic environment, fast career development will follow success.

Applicants should write, enclosing a full CV, to
Maggie Henderson-Tew at the address below,
or phone her on 071-287 2820.

**ST. JAMES
ASSOCIATES**

MANAGEMENT SELECTION

32 OLD BURLINGTON STREET, LONDON W1X 1LB FAX: 071-287 2821. TELEPHONE: 071-287 2820.
A GKR Group Company

Strategy formulation for a new marketing initiative.....

French Corporate Sector

Our client is a AAA-rated international bank and a major force in the UK corporate sector. They provide a mix of traditional and specialised lending facilities ranging from term credits to highly-leveraged acquisition finance.

The bank is now looking to expand its European presence by a phased entry into the French market. To this end a new post reporting directly to the Head of European Banking has been created to formulate strategy and identify corporate finance and merchant banking opportunities.

Ideally, you will be a graduate with strong marketing skills, and

a keen entrepreneurial mind. You are also likely to be working for a major commercial or investment bank and have had some exposure to the French corporate sector. However, this is not essential and candidates with strong commercial acumen from outside these parameters will also be considered. Fluency in French is a pre-requisite for the post.

This position offers the right candidate a chance to develop a new market, with an institution committed to a sustained presence in Europe. A comprehensive and competitive benefits package reflects the importance attached to the position.

Candidates interested in pursuing this unique opportunity should write, enclosing a detailed curriculum vitae, to Niall Macnaughton who will forward it directly to the client. Candidates should list on a covering letter the names of any institution to whom they do not wish their details to be forwarded. Please quote Reference 555.

76, Watling Street, London EC4M 9BJ

BBM

Tel: 071-248 3653

CONSULTANTS IN RECRUITMENT

BROADEN YOUR HORIZONS IN Commercial Banking

With substantial growth in recent years Crédit Lyonnais UK has built a platform from which we can reach demanding targets in 1990 and beyond. Our continuing expansion creates a number of opportunities for ambitious young commercial bankers who recognise that a career move to one of the world's leading banks is the right step to take.

Aged between 25 and 30 and educated to degree level, your experience to date should include proven ability in handling corporate clients. Your appreciation of risk is sound, and your ability to analyse and reason is well developed. You have the range of skills with people which are necessary for success in a demanding environment.

We are looking for individuals in the following areas to expand and strengthen our existing teams.

- corporate lending;
- syndicated lending and asset sales;
- project financing;
- MBOs and special financing

We will recognise your contribution, reward your performance and give you scope to develop. Success could bring progression into other areas, and there could be opportunities elsewhere in the Crédit Lyonnais group at a later date.

Please write with full details of your career to date to:
Sandie Tucker, Personnel Manager,
CRÉDIT LYONNAIS, PO Box 81,
84-94 Queen Victoria Street, London EC4P 4LX.



CRÉDIT LYONNAIS

REGISTERED REPRESENTATIVES UK & General Securities Plc

Members of TSA & International Stock Exchange seek a number of registered representatives who must be self-starting professionals keen to participate in the company's expansion plans. Individuals are most likely to have experience in PRIVATE CLIENT EQUITY SALES.

If you are looking for high potential earnings within a friendly environment, this opportunity will be of considerable interest.

R/s with or without clients are invited to telephone Mr S. Younis (Dealing Director) 071-895 1700.

AT A CAREER CROSSROADS?

Hill Samuel Investment Services is seeking executives, aged 25 to 50 and with experience in industry, commerce or the professions, to become Personal Financial Advisers. All necessary training and support will be given to enable you to promote and renowned range of Hill Samuel personal financial products and services.

Contact: Mr David Hall, Divisional Manager,
Hill Samuel Investment Services Ltd.,
2 Thames Avenue, Windsor, SL4 1QP.
Tel: (0753) 859019

INTERNATIONAL BANKING UK Finance Specialists

London £25-£40,000 + bank benefits

Our client is the London branch of one of the world's leading banks. With rapidly expanding international operations, London is playing a vital role in the development of business overseas, spearheading the organisation's activities in Europe. As a consequence, the branch is set to double in size over the next few years.

The UK Corporate Department, covering all types of lending in the UK is now enlarging its team in order to strengthen its position. It is therefore seeking a number of experienced bankers with a track record of UK lending to join the existing high calibre team. Previous

experience of project finance generally, or aircraft finance in particular, would be an additional advantage for one of the positions.

The successful candidate will cover a full range of activities, including syndications. Self-starters, skilled in credit analysis reporting and the art of high level presentations are required. Applicants are likely to be graduates with flair and ambition; whilst undertaking immediately rewarding work, first class achievement will bring quick recognition. If you are interested in learning more, please write in confidence with full career and salary details, quoting reference 4111/FS to James Forte.



Peat Marwick Selection & Search
70 Fleet Street, London EC4Y 1EU

UK Corporate Finance

Assistant Director

Excellent Package - Performance Bonus

City

Respected British based merchant bank offers an immediate Assistant Directorship to an outstanding senior manager from a top quality house who can demonstrate a successful transaction record and business development flair.

THE COMPANY

Merchant bank with substantial financial and management resources. Specialising in fee driven transactions.

Well positioned in UK and European corporate finance.

Profitable UK team with international M&A capability based in London.

THE POSITION

Responsible for handling the full range of corporate finance transactions.

Challenge to further develop the client base and enjoy the rewards of that success.

QUALIFICATIONS

A minimum of five years domestic corporate finance experience. ACA, Lawyer, or MBA.

The stature to take direct responsibility for business development and transaction management.

Please reply in writing, enclosing full cv.

Reference: 111359

54 Jermy Street, London, SW1Y 6LX



Deputy Chief Investment Officer

Major International Financial Services Group

Substantial Package

Kuala Lumpur

An exceptional and unusual opportunity for a Malaysian investment manager or banker to fill a senior and influential position with a major group.

THE COMPANY

Very major, world class international financial services group with substantial assets and a strong presence in Malaysia.

THE POSITION

A senior appointment, number two in a professional team which manages a portfolio of over US\$500m, invested in equities, fixed income securities, real estate and industrial projects.

QUALIFICATIONS

Graduate with about five years professional experience in merchant or commercial banking or investment management. Ideally an MBA. Good project and credit evaluation skills.

Malaysian national, ideally with government and business contacts in the country and Malaysian work experience before moving overseas.

Please reply in writing, enclosing full cv.

Reference: 12831

54 Jermy Street,
London, SW1Y 6LX



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Banking Executives

European locations
France Italy Germany Greece Spain
United Kingdom Portugal Belgium

Our client, an international financial institution with well established operations in over 20 countries, seeks high calibre executives for a number of European positions.

Mobility is required in order to optimize the excellent career opportunities being offered. In addition to fluency in English, candidates must also be fluent in at least one of the languages of the above mentioned countries.

COUNTRY MANAGERS

Reporting to the International Department, the Country Managers will represent the Bank in front of the financial authorities and will be responsible for achieving business objectives set for the Unit. In addition they will define and implement strategy, exercise budgetary control

and motivate and develop the Unit's personnel.

Five years experience as head of banking is required for these positions; experience as a Country Manager in Banking would be a distinct advantage.

HEADS OF BANKING

Reporting to the appropriate Country Manager, Heads of Banking will be involved in determining and implementing the Bank's strategic plans for that country. Areas of responsibility will include Corporate Banking, Trade Finance and Investment Services.

A minimum of 3 years proven experience in each of these areas is essential. Previous exposure to retail banking would be beneficial in certain countries.

The total compensation package

will be highly competitive to reflect the importance of these positions.

As mobility within Europe is required, successful candidates will enjoy the full benefit of a guaranteed European career.

Recruitment for these positions will be carried out by our European practice in the first instance.

Candidates who are interested in these very challenging positions are invited to send a letter of application including a full CV listing any European Banks with whom they would not consider employment, quoting reference B/1079, to Barrie Whitaker:

Executive Selection Division
Price Waterhouse
Management Consultants
No. 1 London Bridge
London
SE1 9QL

Price Waterhouse



INTERNATIONAL BANKING

European Syndications

City

£25-£40,000 + bank benefits

As one of the world's largest financial institutions, our client is concentrating on developing the global scope of its banking and investment activities, servicing customer needs on a truly international scale. Their London operation, regarded as a platform into Europe, is currently playing an important part in this plan and is poised for 100% expansion.

We are seeking a graduate with several years' experience within a European banking environment and exposure to syndicated transactions and capital market products. This executive will help service the fast increasing business requirements and, ultimately, develop new contacts. The Bank aims to build on its

European presence and a particular geographical specialisation would be desirable.

Since the candidate will be operating at a senior level, making presentations and preparing reports, he/she must be commercially astute and able to inspire confidence at all levels both internally and externally. Evidence of credit analysis and marketing potential is therefore essential, as is fluency in an appropriate foreign language.

Career prospects are excellent within the organisation and success will be rewarded by early responsibility. If you are interested in learning more, please write in confidence with full career and salary details, quoting reference 4111/ES to Hilary Douglas.



Peat Marwick Selection & Search

70 Fleet Street, London EC4Y 1EU

TRADING PLACES INTERNATIONAL LTD.

13 Craven Street, London, WC2N 5PB.

A prestigious European bank seek an experienced, competent trader to complement the existing team. The bank has a sound reputation for the quality of their spot trading and this can therefore be regarded as a career move. The appointee will be a jobber from an active \$/Dmk desk with at least 5 years active experience. Salary will be commensurate with track record. Please contact:-

Dudley Edmunds, Nigel Hulbert, John Wharton on

Tel: 071-839 5017 Fax: 071-839 7080

MICHELANGELO

FINANCIAL INSTRUMENTS TRADER

Our Client, an International Trading Organisation, seeks a dynamic and entrepreneurial individual to join their Financial Markets Division. The position requires a minimum of two years experience in Equity Derivatives (preferably Japanese) coupled with an in-depth knowledge of Lotus 123, general options theory, and Black/Scholes. The ideal candidate will have a scientific/mathematical degree, fluency in German, French or Japanese, and will currently be working for a well-known institution. This is a high-profile position with ample scope for generous profit-related remuneration. Contact Oliver Wells

EQUITY SALES

We have been retained by a leading International Bank (non-US) who would like to engage a salesperson with two or more years experience of equity sales to UK institutions. The already successful team is set to expand from a well-established base and there is scope to develop into Europe, so knowledge of a European language would be a plus point. You will enjoy the benefit of selling in a niche market and will, ideally, have an existing UK Institutional Client base. Contact Oliver Wells

EUROBOND SALES - SCANDINAVIAN AND EUROPEAN COUNTRIES

An International (UK-owned) Investment Bank has identified an opportunity for an experienced professional with a proven track record of sales to Scandinavian Clients. With the support of a strong product base, this is an excellent opportunity for a top salesperson with a high-profile client base. You will currently be with a major name, but will feel that you can make a more positive contribution within a house which has demonstrated a growing long-term commitment to multi-currency fixed-income sales. We have also been asked to identify people with experience of selling to other European countries, particularly Benelux, Germany/Austria, Italy, or the UK. Contact Andrew Bartlett or Oliver Wells

DERIVATIVES/SWAPS SALES & MARKETING

Two major institutions have sought our help with their search for high-calibre senior people within Derivatives Sales. You will be targeting International (UK based) Corporate Clients; you will be able to attract and service complex structured requirements, and will be supported by a highly-successful trading team. You will be able to show that you have an existing high-profile client base and in return will enjoy a substantial remuneration package coupled with the very best in career prospects. Contact Andrew Bartlett or Oliver Wells

MICHELANGELO RECRUITMENT 35-38 Whitechapel Street London EC4Y 6BH Tel: 071 835 2857 Fax: 071 583 6531

SOCIÉTÉ GÉNÉRALE - FIMAT LIFFE FLOOR MANAGER TOP SALARY & BENEFITS PACKAGE

Fimat (UK), the futures market subsidiary of France's largest private bank, Société Générale, is seeking to recruit a top quality experienced manager to head its floor operation at LIFFE.

FIMAT is now a clearer of all of the world's major futures exchanges, including the Chicago Board of Trade and the Chicago Mercantile Exchange, and is currently setting up operations in the DTB in Frankfurt. We already have one of the widest brokerage networks in the world and we are looking to expand both in the UK and abroad.

Please apply in writing together with a full C.V. to:- Miss E. Dootson, Fimat Futures UK Ltd, Warnford Court, 29 Throgmorton Street, LONDON, EC2N 2AT.

SOCIÉTÉ GÉNÉRALE - FIMAT

GRADUATE TRAINEE

Salary c £15,000

The Investment Banking arm of a leading Japanese Bank needs a graduate offering a 1st class Honours Degree in a Mathematics based discipline. The company covers the full range of Capital Markets activities and a full training programme will be provided.

Please telephone David Jones on 0444 452209 daytime or evenings to make initial contact or send a CV to him at

THE CITY RESOURCING PARTNERSHIP
266 BISHOPSGATE
LONDON EC2M 4QX

CORPORATE FINANCE

A.C.A. Ev.GOOD

Newly Qualified A.C.A.s are sought by U.K. and U.S. Merchant Houses at Entry Level. First class academic track record is essential.

Please contact: David V. Paton Hynes Associates Ltd, Specialist Search & Selection Consultants in Corporate Finance International Business Centre, Wells House, 77-79 Wells Street, London, W1P 3RE Tel: 071-580-5522 Fax: 071-323-1107

GRADUATE TRAINEE PRIVATE CLIENT STOCKBROKER

Required by ISE/ISA firm with Head Office in North Yorkshire. Previous experience valuable but not essential; full training given. Excellent long term prospects.

Write in own handwriting with CV & anticipated salary to: J.M.S. Smith, Camwood, Smith & Co, 22 East Parade, HARROGATE HG1 6LT.

- Age 31
- Extensive portfolio of institutional clients
- In-depth knowledge of Italian financial markets
- Wide experience with leading Italian merchant bank

HEAD OF ITALIAN MERCHANT BANK CORPORATE FINANCE DEPARTMENT

Is seeking leading banks or financial institutions wishing to establish Italian Branch. He will be available to work abroad with your company for a fixed period of time, in order to increase mutual relationship.

Replies to: BOX Via P. Bernardini 21, 00136 Rome Italy

Girozentrale Gilbert Elliott

Girozentrale Gilbert Elliott is a specialist institutional securities house. It is a subsidiary of Girozentrale Vienna, one of Europe's major banks, which has a substantial presence in Eastern Europe. Girozentrale Gilbert Elliott in London has been designated as the international securities focus for the Girozentrale Vienna Group.

The firm acts as an agency broker in UK equities and convertibles and is also the only SEAQ market maker in Austrian equities. The business is both profitable and expanding and as a direct result of this expansion the following two senior individuals are sought.

Head of European Sales

A new Head of European Sales is sought to spearhead the group's expansion of its European Equities business. This involves the sale of equities in Europe as well as European equities in the UK. The successful applicant must be a top quality salesman and manager, with a record of building successful teams through recruitment and training. Fluency in German is essential as the individual must be capable of taking responsibility for expanding the firm's relationships with companies and financial institutions.

On a personal level the individual must be flexible and capable of working within a small team environment. The successful applicant may be currently based in the UK or continental Europe.

These posts will be attractive to individuals seeking a career in a medium-sized, expanding and profitable European securities operation. Both positions are strategic appointments which will play a key role in the firm's expansion. Each position offers an attractive remuneration package, including profit sharing bonus, and significant long term career prospects for the successful candidate.

Interested applicants should in the first instance contact our retained consultant Paul Wilson on 071-831 2000 or write enclosing a full curriculum vitae to him at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Head of Research

The research team presently comprises 12 analysts covering six major UK sectors as well as Austria. Further European markets are under review. The new Head of Equity Research will be given a mandate to increase the quality and depth of the current research effort in the UK but not necessarily to expand the breadth of coverage. In addition, a key commitment will be the development of European Research in conjunction with the requirements of the sales desk.

The successful applicant may not already be head of research but he (or she) must have a proven record of leading by example, training, directing and inspiring other analysts.

Corporate Banking Professionals

Negotiable around £35,000 (Tax Free) + Excellent Benefits
Saudi Arabia

This prestigious bank, a joint Saudi-European venture, is one of the largest in the Kingdom with branches in the principal cities. Ambitious plans for further growth in the key corporate banking sector creates these attractive opportunities for experienced account managers.

You will manage a group of business clients, where the emphasis will be on the provision of treasury services, trade finance, cash assets, foreign exchange, investment banking and contractor services. An important aspect of your role will be the acquisition of new corporate accounts and the creation of innovative services to meet the needs of both existing and prospective clients.

These positions are unusually broad in scope and offer a great deal of responsibility together with the opportunity to gain valuable experience.

To qualify, you should have at least three

years' experience with a major commercial bank and be a highly motivated and accomplished marketeer with a successful track record. Familiarity with a wide range of product lines is required.

Good prospects for career progression exist and advanced product and analysis training will be provided.

Salary is for negotiation and is free of local income tax and there is a performance related bonus. The very extensive benefits include generous housing and transportation allowance, driver subsidy for married staff, free medical insurance, education allowance for up to two children, and generous leave with paid air fares home.

Please write - in confidence - to Ghassan Yazigi, Ref: FT 1319/1, MSL International (UK) Limited, 32 Aybrook Street, London W1M 3JL.

MSL International

Marketing Officers

£25,000 to £45,000

Several European and international banks have recently expressed interest in recruiting marketing officers to supplement teams covering both major and middle-market UK and European corporates. Candidates with the ability to generate new business and attract new customers are particularly attractive. Breadth of product knowledge is very important: in addition to experience of traditional commercial banking facilities, candidates should have an understanding of leveraged finance, asset based finance, big-ticket

leasing or capital markets instruments. Candidates should have benefited from a full training in analysis and documentation and should have spent at least 1-2 years' actively marketing.

Interested applicants should contact Ann Semple or Alexander Fircks on 071-831 2000 or write enclosing a full curriculum vitae to

Michael Page City,
39-41 Parker Street, London
WC2B 5LH.



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Sydney

Your vision, our technology

Product Managers - Electronic Banking

£24-34K + car + banking benefits - City

Amongst its customers, the Corporate Banking Division of Lloyds Bank has many of the UK's largest multi-national companies.

Working closely with them, we have developed a complete range of electronically delivered banking services collectively known as LloydsLink. These include PC-based EFT, electronic mail and Letters of Credit initiation (introduced in 1987), electronic statement facilities and cheque reconciliation in 1988; and this year, the provision of all our information-based services in-house, specifically for current and emerging PC technology and in partnership with our extensive range of customers.

To ensure we maintain a competitive advantage in this rapidly expanding area we are seeking product managers to join our City-based Electronic Banking and Cash Management services team. We are looking for a blend of skills. Firstly we'll expect an extensive knowledge of bank based operational and clearing services such as BACS, CHAPS, SWIFT, and EDI. Even more importantly, you'll need high levels of business vision and communications skills together with interpersonal sensitivity and demonstrable product management success.

You may currently be in a comparable position in a major financial institution or software/systems house; or in a corporate treasury environment and interested in the convergence of treasury management and technology. Whilst qualifications such as ACIB, MBA or DipM would be an advantage, a proven track record of management achievements is essential.

We offer a competitive package depending on ability, experience and qualifications, ranging from £24-34,000. Plus a car, non-contributory pension, profit sharing, preferential mortgage and loan schemes and relocation assistance where appropriate.

Please write, enclosing a full CV and details of significant achievements to: Michael Meltzer, Chief Manager, Electronic Banking and Cash Management Services, Corporate Banking Division, Lloyds Bank Plc, 71 Lombard Street, London EC3P 3BS.



**Lloyds
Bank**

THE THOROUGHbred BANK.

OPERATING LEASES

An international financial group seek a successful innovative candidate aged c35 years, able to mastermind the companies entry into the UK operating leasing sector. Products will be in the £200K+ range covering transport, energy construction/industrial plant and equipment. Candidates in addition to first class marketing/negotiating ability must have sound technical skills, ie credit taxation residual value experience. Neg: £60,000 plus high reward orientated bonus, etc.

SHIPPING/MEDIA FINANCE

Two leading UK merchant banks seek high calibre marketing orientated graduate bankers aged 25-30 years, possessing strong credit appraisal cash flow analysis experience. Specific experience in Media or Shipping essential. Neg: AAE £30,000-£40,000.

UK MEDIUM-BIG TICKET LEASING

The bank seek a marketing manager able to source, package and close lease transactions in the £1m-£10m range on general equipment. Personal target would be in the £20 million+ range. Neg: c£30,000. This international bank seeks a graduate aged 25-30 years with at least three years big ticket, ie £25 million plus technical experience (credit evaluations, taxation, etc.) and the ability to negotiate at senior level. To £35,000 plus benefits.

CREDIT-RISK ANALYSTS

This leading investment bank seek two high calibre (2:1, MBA, etc.) graduate bankers for this high profile position encompassing capital markets, forex, sales/trading limits, swaps, etc. Age range 24-30 years. Neg: AAE £25,000-£45,000.

BOND SYNDICATIONS

Leading international bank, a first division player in the new issues market, seeks an experienced (2 years+) bond syndicator. Ideally legally trained you will be in your 20's/early 30's and preferably be European based. £40,000 plus full benefits.

For further details on the above please contact: BRIAN GOOCH or MARTIN MOLL on 071-588 3991
All enquiries treated in strictest confidence.



OLD BROAD STREET BUREAU
EXECUTIVE SEARCH & SELECTION CONSULTANTS

65 London Wall, London EC2M 5TU
Tel: 071-588 3991 Fax: 071-588 9012

PENSION FUNDS

Marketing and Sales
c£35k + car + mortgage + perf bonus

THE LEAGUE TABLES clearly demonstrate the ongoing success of our client's young investment team. Over any period from one to six years in the pooled pension fund market their Managed Pension Fund has been the top performer.

Because of this exceptional track record they are continually asked to pitch for the management of corporate pension schemes.

They wish to capitalise further on this excellent reputation by recruiting an experienced marketing and sales manager who will be responsible for three main tasks: to increase the frequency of bids and pitches, to increase the size of funds and take the company into the segregated fund market, and to take over (from the fund managers) the creation of

presentation materials, response to invitations to tender documents and questionnaires, and planning for each presentation. You will lead the presentation with a fund manager in each case and will be responsible for the conversion of the client.

The remuneration package includes an open ended performance related bonus and is pitched to attract the highest calibre of candidates currently enjoying success in this type of role. Relocation expenses to the Glasgow area are available though a London base may be considered for exceptional candidates.

To apply in confidence, send a detailed CV stating salary requirements to Douglas Kinnaird or telephone his secretary for an application form quoting ref: 4456/FT. PA Consulting Group, Number Two Blythswood Square, Glasgow G2 4AD, Tel: 041-221 3954. No details will be divulged to our client without candidates' consent.

**PA Consulting
Group**

Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

Director of a French food company wishes to recruit a Personal Assistant to join a small and friendly team based in exceptional surroundings in Paris.

English mother tongue.

French appreciated but not indispensable.

Good standard of secretarial skills.

Send handwritten letter on unlined paper and CV to PO BOX NO: A877 Financial Times, One Southwark Bridge, London SE1 9HL

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Since 1980 we have provided a complete support service for executives seeking new general management or financial opportunities. We have a proven track record of successful placements. Please contact us for a confidential meeting which is free of charge. Enquiries about our Executive Experts Service.

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88 Savile Row, London W1P 1PU Tel: 01-734 2222
25 South Street, Dover, Kent CT16 3EF Tel: 01323 822 400

Life Actuaries

Value your own life – for a change!

As a qualified Actuary, you will understand the importance of managing risk and maximising opportunities. Apply the same philosophy to your own professional career and you will find we can offer the right environment to expand your horizons and develop your talents.

We are only interested in talking to bright, ambitious candidates who are looking to join a firm which is recognised as one of the world's leading management and actuarial consultancies. Three years' post qualification experience is seen as the minimum but of paramount importance are the crucial qualities of drive and determination plus the

personality best suited to an organisation which is both intellectually stimulating and unashamedly enjoys hard work.

The rewards in terms of career advancement and salary/bonus package are probably unrivalled.

For further information and for an informal, confidential discussion please contact Malcolm Lawson on 071-287 7007 during the working day or 0444 483216 in the evenings/weekends. Alternatively, please send full career details, quoting reference H3090, to Codd Johnson Harris, 12 New Burlington Street, London W1X 1FF, FAX 071-287 2391.

CJH Codd-Johnson-Harris

COMPLIANCE AUDITOR – UNIT TRUSTS

LOCATION: CITY, MOVING TO CHATHAM MARITIME IN 1992

A vacancy has arisen in our Compliance Department for a Compliance Auditor. Reporting to the Compliance Officer, you will be responsible for all aspects of the Compliance monitoring of our Unit Trust procedures against the relevant Statutory Instruments and the Rules of SIB and IMRO. You will prepare reports to senior management on our standards of Compliance in addition to the other special Compliance functions such as compliance processing and Rule interpretation.

You will also assist with the LAUTRO responsibilities of the Compliance Department and will therefore develop a comprehensive knowledge of Compliance as it affects a major Insurance Group.

The successful candidate is likely to be over 25 and have a good working knowledge of Unit Trust theory and administration procedures and will be capable of working without the need for close supervision. Experience of the stock market and a knowledge of the relevant Statutory Instruments and the SIB and IMRO Rules would be a distinct advantage.

The position is initially based in the City of London, with relocation planned for 1992 to a new, purpose built office at Chatham Maritime in Kent, providing excellent facilities for staff.

The post offers all the usual benefits of working in a major and successful financial group such as individual mortgage, car purchase scheme, excellent pension scheme, and generous relocation bonus.

Salary is negotiable depending on experience, but is likely to be in the region of £18,000 – £20,000.

Applications and C.V.s should be sent to the Personnel Manager at the address below. However you are welcome initially to discuss the post informally with the Compliance Officer, John Anthony on 071-955 1680.



THE COLONIAL MUTUAL LIFE ASSURANCE SOCIETY LIMITED
(Incorporated in Australia 1973)
24 Ludgate Hill, London EC4P 4BD Telephone: 071-248 9881
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New York, NY 10022

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ACCOUNTANCY COLUMN

Time to decide about the value of goodwill

By Roy Thomas

MUCH HAS been written about goodwill and the Accounting Standards Committee's new proposals, set out in Exposure Draft 47. Debate has become widespread, with a big proportion of UK industry adamantly opposed to the proposals. It is therefore unlikely that ED47 will become a standard in its present form.

The ASC will be superseded in August by the new Accounting Standards Board, with reinforced legal powers; it is likely that one of their first tasks will be to resolve this issue.

The details of ED47 have been well aired, as has the debate which ensued. It is not the intention of this article to rehearse the pros and cons of the ASC's proposals, or attempt to reconcile the ideas being put forward by opponents. What is evident from the debate is the importance of the subject - goodwill - and the inadequacies of present accounting practices to cope with it.

My purpose, therefore, is to examine some of the issues involved in a constructive fashion, with an eye to seeking a way forward in what is becoming an increasingly sterile stand-off.

The nature of goodwill: Let us first examine what goodwill actually is. It is not a collective noun for all intangible assets. A number of intangibles can be separately identified and ascribed individual values with specific lives. This is true of patents, licences, agencies, franchises and some trade marks. Here the principle is clear. The intrinsic problem with assessing goodwill is that it is difficult to define precisely what it is.

For example, purchased goodwill

does have a cash value attached to it. Company A acquires Company B for £1m, but can only identify net tangible assets amounting to £600,000. It nevertheless is willing to pay £1m, so presumably feels the additional £400,000 has some value. What does it represent? Is it Company B's reputation in the market place, its sustainable market share, its skilled workforce, the location of its operations?

Or is it simply what has to be paid to gain control? If so, will control lead to enhanced profitability, through boosted sales, cost reductions, shared know-how? How does one value these elements? Do they have finite lives, and if so how does one determine it?

The problem we are wrestling with here is related to how we regard goodwill as a balance sheet asset, and indeed how we read the balance sheet itself.

The balance sheet: So far we have concentrated on purchased goodwill - as does ED47, and SSAP22. There are sound practical reasons for this: the overall cost can be identified at a specific point in time. Which brings us back to the balance sheet: accounting convention requires that we only record assets and liabilities which have a historical cost - it is a snapshot taken on a particular date, and does not pretend to be anything else.

Should this be so? It certainly creates anomalies. The ill-fated current cost accounting debate exposed many of the issues surrounding historic costing, without fully resolving them.

Currently, proponents of brand valuation are pointing out the balance sheet's deficiencies in not recognising their value. Certainly if one compares

the market value of most of the leading UK public companies - be it as valued by the Stock Exchange or in a takeover - there is a very significant discrepancy between net tangible assets and the total. Much of this is goodwill, by definition arising from the success of the company's operations. Should this not have a balance sheet value?

A prominent member of the accountancy profession recently produced an apt definition: "Accounting is about recording what happened in the past so that we can make up our minds about the future." It is possible to reconcile the requirements and disciplines of historical accounting with a sensible approach to the present and future if one is guided by this rule. The paramount need is to provide guidance as to the future, which means recognising value where it exists.

In this context, there is much to be said for elevating cash-flow as a measurement of value. In the final analysis, it is the cash value of assets and their earning capacity which is important. Thus the present value of future cash earnings is not a bad way to value a business, and if this is an acceptable valuation method for investment purposes, why should it not be applied to the balance sheet? The methodology is well-established and proven; it could lead to an appropriate balance sheet value for all goodwill, purchased or self-generated, and go a long way to closing the gap which is very evident at present.

The way forward: The problems of adapting the balance sheet to this principle, with particular reference to

goodwill, are awesome. Apart from the statutory and legislative barriers, the idea that self-generated goodwill should be valued in the balance sheet, and revalued regularly - upwards if necessary - will be anathema to many accountants. It goes against the principle of prudence well-enshrined in our accounting practices, and opens the door to distortion and malpractice, deliberate or otherwise.

Nevertheless it needs to be tackled. Companies spend large sums annually either protecting their goodwill or generating it - this can take the form of corporate advertising, product promotion, research and development - the list is endless. These costs are written off in the year they are incurred. To capitalise them would be classified among the more adventurous forms of accounting.

Recognising the ongoing value of goodwill can only be done by reviewing the situation regularly and adjusting the balance sheet value of goodwill to reflect current reality.

Perhaps one approach which would bear investigation is whether the stock market valuation of a company is a relevant yardstick to establish the value of goodwill. Granted, it suffers from the "noise" criticism referred to above, and as share prices fluctuate (often due to external market forces) so would the value of goodwill. At least reference to this measure would go some way to explaining the gap between balance sheet historical value and market value.

At a practical level, much of the heat generated over ED47 is related to the proposed amortisation charge and its effect on the profit and loss

account. Given the cost of sustaining purchased goodwill, which is charged against profits, the argument against double-counting is justified. Equally valid, perhaps, is that the amortisation charge is not a true cost at all, and therefore will artificially depress and distort results.

Summary and conclusions: What is required is a radical rethink of the way we see the balance sheet. The present way of viewing a company through its balance sheet is no longer appropriate; adherence to the historical accounting concept has already led to misrepresentation of a pretty substantial nature. This has been recognised recently in the current cost accounting debate by the proposals to value brands on the balance sheet and is now obscuring the way forward on goodwill.

The ASC is rightly concerned with the effect that SSAP22 has had: most acquisitive companies write-off purchased goodwill immediately to reserves and thus present a most odd picture, post-acquisition, with a significant proportion of the value vanishing from the balance sheet the day after purchase. Yet their alternative, amortisation, owes more to the desire for conformity with historical accounting principles than common sense and reality. The solution is to capitalise purchased goodwill, review it regularly, and adjust for change of values through reserves.

This is the way forward in the short term, but in the long-term fundamental consideration of the balance sheet itself is required.

Roy Thomas is finance director of Fisons.

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THE COMPANY

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- Market leader in the business to business service environment. Poised to break new ground with network of regional centres. Expanding direct mail division.
- Continued investment in people, opportunities and ideas.

THE POSITION

- Full responsibility for new management accounting function. Small team. Full support.
- Major challenge for define, create, manage and implement further management information developments in line with changing requirements of successful business.

- Close involvement with operations. Scope for career development within Parent.

QUALIFICATIONS

- Young qualified ACA or ACCA with one to two years post qualification experience.
- Commercial skills. Ideally learned in a service/distribution environment. Calibre to win respect and make impact at all levels.
- Confident, energetic, likeable and ambitious. Enquiring mind to identify needs and devise solutions.

Please reply in writing, enclosing full cv.

Reference J2830

54, Jermyn Street, London, SW1Y 6LX

N-B
SELECTION LTD

LONDON • 071-493 6992
BIRMINGHAM • 021-233 4656 • MANCHESTER • 0625 599955 • GLASGOW • 041-204 4334
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WLG Williams Lea Group

FINANCE DIRECTOR

City

To £45,000

+ Benefits

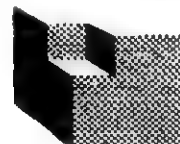
Williams Lea & Company is the largest operating company within the Williams Lea Group and is a world leader in financial printing and communications, specialising in the corporate finance sector.

The requirement is for an exceptionally able and energetic Finance Director to take responsibility for administration, planning, financial provision and control and the development of management information systems.

The ideal candidate will be a qualified accountant aged 30-40 with demonstrable leadership qualities and the ability to make a significant contribution to the commercial development of the business. Computer literacy is also essential.

Career prospects are excellent within an expanding and exciting group.

Please reply in confidence with a comprehensive curriculum vitae including details of current remuneration and a daytime telephone number to D.E. Shribman.



HUDSON SHRIBMAN
VERNON HSE, SICLIAN AVE, LONDON WC1A 2DH. TEL: 071-331 2323
FINANCIAL RECRUITMENT

Financial Controller

M4/M25 Heathrow Area.

Negotiable c £30,000,
Car, Excellent Benefits

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

This company, part of an international plc, operates within a niche market providing highly responsive air courier and freight forwarding services. Recent significant investment allows the company to operate from modern premises using sophisticated computerised financial and operational systems.

With plans for further rapid growth there is a requirement for a first class Financial Controller to manage and develop all the financial and management information systems. As you report to the Managing Director, of equal importance will be your ability to make sound commercial judgements and decisions to help the future strategic direction of the business.

Candidates, qualified accountants aged over 28, will be fully conversant with the latest computerised management systems used in a fast moving business environment. As an individual you are likely to be an investigator with flair and vision, eager for the continual change necessary to maintain this company's position as a market leader. This is an outstanding opportunity for a mature committed professional for whom there are excellent further opportunities within this diverse Group. The attractive conditions of employment include excellent pension, subsidised mortgage and relocation expenses if necessary.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, J.A.D. Fisher, Hoggett Bowers plc, 21 Charlotte Square, EDINBURGH, EH2 4DF, 031-220 3980, Fax: 031-220 3988, quoting Ref: R12028/FT.

FINANCIAL CONTROLLER

A new Career in a newly created Role

City Based Plc

£40,000

+ Car

Our Client is part of a major financial services organisation operating through offices worldwide. As a result of a group wide restructuring, coupled with a drive to provide improved financial management, they now wish to recruit a new Financial Controller.

Reporting to the Finance Director, your principal responsibilities will include the review of the current financial planning process and the further development of existing management/financial accounting and reporting procedures. Additionally, you will be expected to exercise enhanced control over company balance sheets, with particular emphasis on establishing performance ratios and criteria.

To meet the demands of this role within the rapidly changing company environment, you will need to be aged 30+, a qualified Accountant with relevant experience preferably within the financial services sector. With a background of dealing with management at all levels, your interpersonal skills will be of the highest order, as will your own personal qualities of drive and self motivation.

To apply, in the strictest confidence, please write enclosing a full C.V. and salary history to:

Jeremy Lancaster,

PROBE EXECUTIVE SELECTION

15 Artillery Passage, Bishopsgate, London E1 7LJ.

a division of
PROBE
MANAGEMENT plc

Finance Manager

CIRCA £30,000 + BONUS + CAR NORTH WEST

This is an influential high profile role within a leading consumer electronics company that is part of a prestigious and profitable multi-million group. It will appeal to business minded, qualified accountants who enjoy the interface with commercial and operational departments and who can operate in a fast moving and changing £50m+ division.

Reporting to the Divisional Director, the successful applicant will be expected to make a vital contribution to the strategic development of the company, whilst ensuring the provision of a highly professional accounting service through a team of 40+. Of equal importance will be creative input into non-financial issues handled by the senior management. Qualified Accountants, probably aged 30-40 years, must have experience at a senior level within a commercial operation, preferably multi-site. Extensive financial and systems knowledge coupled with first class managerial and interpersonal skills are also essential requirements.

The benefits package will reflect the seniority of the role and includes a significant bonus and assistance with re-location where necessary.

Interested applicants (male or female) should send a detailed CV or ring for an application form on 0625 533364 (24 hours) quoting reference 1698/FT.

WICKLAND WESTCOTT



HUMAN RESOURCE CONSULTANTS

Emerson Court, Alderley Road,
Wilmslow, Cheshire SK9 1NX.
Telephone (0625) 532446

A NEW ROLE IN A NEW COMMERCIAL CULTURE

BUDAPEST

Our client has a controlling interest in a leading Hungarian manufacturer. A leader in its field, this heavy engineering company employing 750 people can now look forward to further market expansion. Selling to both national and international customers, the British holding company will help make available further distribution channels and encourage new product development.

Reporting to and working closely with the Canadian English-Hungarian speaking Finance Director, the Chief Accountant will have responsibility for the day-to-day control of the accounts department. Working as part of a mixed Western-Hungarian management team, you will also have considerable involvement in the development and implementation of the computerised accounting systems and deputise for the Finance Director in his absence. Indeed it is envisaged that the successful candidate

will be groomed to succeed the Finance Director.

This is a new and attractive opportunity for an experienced Accountant whose technical excellence can be complemented by fluent Hungarian to communicate effectively within and outside the organisation. You need not be professionally qualified but must certainly have a

good working knowledge of Western Accounting principles, ideally some experience of computerised systems, and a hands-on approach to the job in an engineering environment.

To find out more about this exciting opportunity based in Budapest please send your CV to our advising consultant, Fiona Davidson, at Seer Selection Ltd, Marcol House, 293 Regent Street, London W1R 7PD. Alternatively, please telephone her on 071-631 0479 (days) or 081-470 0534 (evenings and weekends).

Chief Accountant

SEER
Seer Selection
RECRUITMENT CONSULTANTS

Finance Director

South Coast

£50,000 + Bonus + Car

Our client is a highly regarded UK plc that is undoubtedly a major force within its sector and acknowledged as one of the fastest expanding companies in the UK. The achievement of compound growth, almost trebling turnover within the last five years to its current level of £300m, provides the commitment to continue further expansion both through the strength of existing businesses and by acquisitions.

The organisation now seeks to build on these achievements to date by the appointment of a Finance Director at one of its key operations. The role will control the financial affairs of the business and work closely with the Managing Director in directing, planning and effecting its future strategy.

Candidates for this excellent opportunity should be accountants of

the highest calibre, age indicator early/mid 30's, with a practical commonsense approach and an ability to work in a very fast pace environment. A high level of commitment with the ability to work under pressure and make sound commercial decisions is paramount. Please telephone or write enclosing a full curriculum vitae quoting ref: 428

Philip Cartwright FCMA,
97 Jermyn Street,
London SW1Y 6JE
Tel: 071-839 4572

**Cartwright
Hopkins**

FINANCIAL SELECTION AND SEARCH

FINANCIAL DIRECTOR DESIGNATE

Cheshire To £5,000 + Bonus + Car

Following a period of exciting growth, SAMAC, one of the UK's leading steel stockholders has created a Strip Mill Products Division, based in Altrincham, Cheshire.

Working closely with the Chairman and Managing Directors this new post offers the qualified accountant active participation in the key business decisions.

Early tasks will include the advancement of financial and management information systems with particular accent on costing.

Aged 35-45 you should demonstrate an active and creative mind along with excellent communication skills. Further growth is planned and you will have active involvement in the assessment of potential acquisitions and investment opportunities.

Please send full personal and career details including current remuneration level and daytime telephone number, in confidence to Stephen Wells, Burgess Daring Recruitment, at the address below.

BURGESS DARING
Recruitment

Upper 5th Floor, Royal Exchange, St Ann's Square,
Manchester M2 7EH.

GROUP FINANCIAL CONTROLLER-EUROPE

Milan Based

ACA/CPA

cLIT. 180 Million (c£85,000)

This Fortune 500 FMCG multinational have significantly grown their European operations and as a result a new position has arisen within the senior management team.

Individuals who enjoy substantial freedom in executing their responsibilities and have strong leadership skills will thrive within this corporate culture.

Based in Milan, and reporting to the Group Director the successful candidate will participate in and contribute to the development of the European group with current sales in excess of £250 m. This will involve the monitoring and control of the finance functions of a number of subsidiaries throughout the continent, and participation in the group's acquisition activity.

Major responsibilities will include the development of management information systems, accounting policies and reporting procedures.

Key candidate requirements in addition to being a graduate chartered accountant, CPA, or equivalent qualification will be:

- proven manufacturing accounting experience
- experience of working for a major international group.

The package will consist of a high base salary, substantial bonus, car and relocation assistance.

Interested applicants should telephone Jonathan Cohen on 071-437 0464 or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7BP
Telephone: 071-437 0464

UK Credit and Treasury Manager

Intel's business in the UK generated in excess of \$200m revenue in 1989. The UK Credit and Treasury Manager with the team provide total professional credit management and treasury support to this business.

This is an excellent opportunity for a career minded individual to head up a function with the following objectives:

- 1. Managing a dynamic credit group where an active contribution to business growth goes hand in hand with operation of our risk assessment and collection practices.
- 2. Managing and forecasting cash positions and monitoring day to day bank relationships in the region.

This is a senior position reporting to a European HQ function as well as being part of the regional management team.

Background requirements include an appropriate degree level qualification with 3 to 5 years' relevant credit/treasury experience, including a period of supervising staff. Membership of the Institute of Credit Management is preferred.

The rewards include a competitive merit related salary, free private health and life insurance, profit sharing, stock participation plan and company car.

Please write, enclosing a current C.V., to Ray Withy, Intel Corporation (UK) Ltd., Pipors Way, Swindon, Wiltshire SN3 1RJ. Alternatively, phone for an application form on: (0733) 698633.

intel

UNPARALLELED POSITIONS WITH A WORLD LEADER

QUALIFIED ACCOUNTANTS

W1

c.£30,000
+ Benefits

Glaxo

Glaxo is an integrated research based group of companies whose corporate purpose is the discovery, development, manufacture and marketing of safe, effective medicines of the highest quality.

It is one of the world's largest and fastest growing pharmaceutical companies with sales exceeding £2.5 billion and profits in excess of £1 billion in 1989. Its shares are listed in London, New York, Tokyo and Paris.

The Group's strategic plan ensures it is well poised to develop through organic growth in the 1990s and beyond.

As a direct result of this expansion, a number of key positions have arisen within Glaxo's worldwide headquarters currently based in Central London, with planned relocation to prestigious offices in Greenford, Middlesex within 18 months. Specific opportunities exist for the following:

- SPECIAL PROJECTS
- FINANCIAL PLANNING/BUDGETING
- MANAGEMENT ACCOUNTS
- TAXATION

Aged to 33, candidates will be graduate qualified accountants, preferably with a minimum of 18 months post-qualification commercial experience. Exposure to PC based systems will be advantageous.

The Group actively encourages promotion from within based on previous performance. Opportunities for further development are unparalleled.

To discuss this position in greater detail, contact Jonathan Jones or Vanessa Coleman on 071-629 4463, evenings/weekends on 081-467 1408 or 0494 727284.

HARRISON // WILLIS

FINANCIAL RECRUITMENT CONSULTANTS

Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463

Director Printers' Charitable Corporation

• THE OBJECTS of the organisation are to provide support, advice, and practical or financial arrangements for present and former members of the printing industry and allied trades.

• RESPONSIBILITY is to the Chairman of the Council for all operations with particular emphasis on fund raising and the effective administration of a sizeable investment portfolio.

• THE NEED is for proven leadership skills and an impressive record of large scale fund raising activities.

• SALARY will not be a bar to suitable candidates. Age range 35-55. Location South East England.

Write in confidence, enclosing Curriculum Vitae, and quoting reference 7291/FT to:

TK
SELECTION

8 Hallam Street, London W1N 6DJ. Telephone 071-580 2924,
Fax 071-631 5317

A DIVISION OF TYZACK & PARTNERS

Senior Internal Auditor

£24-28,000 Package + Quality Car

M4 Location

- With Computer audit experience
- A European/Worldwide Role
- A springboard opportunity with a high technology world leader

Founded on a belief in excellence, our client is a high technology manufacturing and sales organisation with bases in Europe, The Far East and North America. This new position reports to the European Audit Manager and has broad based and exciting responsibilities involving:

- A wide range of financial, operational and computer audits.
- Ongoing support to external auditors, particularly on quarterly and year end reviews.
- A variety of adhoc assignments including fraud and high risk investigations.

Providing first class exposure to high levels of European and Worldwide Management, the role demands a solid audit background combined with the strength of personality to present findings and recommendations to senior level decision makers.

As a Chartered Accountant with a background of computer audit, you are seeking a stimulating environment, overseas experience and the opportunity to gain front line commercial experience. This opportunity is overtly viewed as a springboard to higher level positions and the initial rewards package includes excellent salary, bonus, profit share, pension scheme, BUPA and relocation assistance.

To make an immediate application, call Sue Kelly on Linkline 0800 269702 (weekdays 9.00am-5.30pm, Thursday until 7.00pm), or send your cv to Tony Clay, LINK Management Selection, 5 Queen Square, Bristol BS1 4JQ.

LINK

Telephone free of charge
on LINKline 0800 269702

Finance Director – Special Projects London

Age 28-32

c£40,000 + Car + Benefits

Our client is a rapidly expanding international group active in the financial services and corporate information sectors. As a major player in its technology driven niche markets it is committed to continue its high growth record.

Ambitious plans for the future require a highly motivated, commercial Chartered Accountant to lead a team which will play a major role in the Group's corporate development.

Reporting to the Group Finance Director, responsibilities will include:

- ★ Appraisal, review and implementation of investment opportunities and major new projects in the UK and overseas.

- ★ Review and enhancement of the Group's management information and control systems.

The successful candidate will have qualified within a major accountancy practice and gained four to five years' post qualification experience either in a large corporate or within practice. Proven commercial skills, a good academic background and highly developed interpersonal skills are essential. Some overseas travel will be required.

For further information please write enclosing a comprehensive Curriculum Vitae to Alexandra Mutch at Michael Page Finance, Financial Services Division, 39-41 Parker Street, London WC2B 5LH, quoting reference R60.



Michael Page Finance
International Recruitment Consultants

Financial Controller

Office Furniture Systems
Thame, Oxfordshire

up to £33,000
+ Car & Bonus

Vitra is an established European company, headquartered in Switzerland, which specialises in the design and production of high quality office furniture. The UK subsidiary, with showrooms in Mayfair and newly acquired premises in Oxfordshire, has established an excellent reputation over the last six years. It has built up a 'blue-chip' client base achieving sustained growth in a competitive market. To help maintain this success the UK subsidiary now needs to recruit a Financial Controller to join the management team.

The Financial Controller will report to and work closely with the Managing Director and consequently will be involved in all aspects of commercial decision making. The role carries full responsibility for the finance function, including financial and management accounting, treasury and company secretarial functions, as well as

computer systems development and project management. The Financial Controller, who will be based in Oxfordshire, will also liaise with professional advisors and travel within Europe.

Candidates should be qualified accountants with at least two years' post-qualification experience, preferably gained in a commercial environment. Aged between 28 and 35, candidates will possess excellent communication skills and commercial flair, together with an in-depth understanding of computer systems. The ideal candidate will also have a confident and dynamic style, coupled with a proactive approach to problem solving and the ability to develop beyond the immediate role.

A salary of up to £33,000 is offered, together with a bonus, executive car and the normal benefits for a position at this level. Relocation assistance will also be offered, if appropriate.

Please write, enclosing full career details to:
David Williams, Managing Director, at the address below.
Vitra Limited, 13 Grosvenor Street, London W1X 9FB.
Fax No. 071-499 1957

vitra

YOUNG ACCOUNTANTS • LONDON • £40,000 + CAR + BENEFITS

Excellence at work.

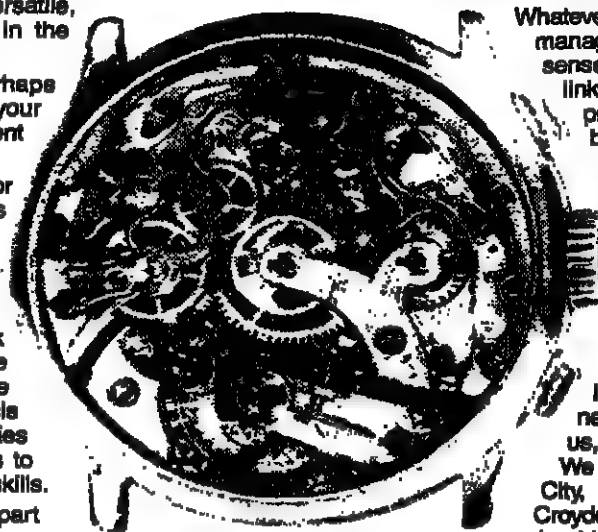
A quality chronograph wristwatch. Versatile, consistent and an accurate performer in the most testing of conditions.

All these are attributes that you perhaps recognise in yourself but which, to your chagrin, are not fully utilised in your current role.

Consider this alternative. One of the major international management consultancies have retained us to identify several young accountants (ACA, CIMA or IPFA) of partner material, to join its London headquarters.

Highly respected for the excellence of its work in both the private and public sectors, the firm believes strongly in delivering workable solutions to client problems. The nature of this work provides a wide variety of opportunities for people in their late 20s or early 30s to bring into play their full range of business skills.

For example, you might be working as part of a team advising on a privatisation, a merger review or an acquisition study. Or you may be involved with a major organisation study, a management information system, or the profitability of a bank, venture capital company or newspaper publisher.



Whatever the project, your success in management consultancy depends upon a sense of professional pride in your work, linked to a clear, objective approach to practical problem solving. Although London based you may well find yourself working on assignments with international implications.

The environment is open and informal – the training structured, ongoing and individually focused towards building strong management and technical skills. You can also count on the full support of your colleagues. And as your achievement gains momentum, so will the speed of your progression.

If you feel the time is now right to explore a new challenge, please write immediately to us, as Selection Advisers to the company. We will arrange an early interview in the City, in Belgrave, or in Croydon. Your full cv should be addressed to:

John L. Thompson (Ref 1441),
Thompson Associates Ltd, Compton House,
Selodon Rd, South Croydon, Surrey CR2 6PA.
Fax: 081-680 9773 Tel: 081-686 6800.



ASSISTANT FINANCIAL CONTROLLER

Thames Valley Competitive salary and benefits

A division of a large US Corporation marketing HiTech computer oriented products is currently expanding its operations in the UK.

Reporting to the Financial Controller this division now requires an accountant to assist in the continuing development of the accounting controls and procedures. There will be regular contact with financial officers in our US offices. This position will include responsibility for the control of the accounting records and cash management as well as the preparation of monthly accounts to strict deadlines.

The successful candidate will be self motivated, used to PC based accounting records and will enjoy a fast moving working environment.

Please send a full c.v. to M.C.S. Chappell,
Financial Controller, Dynatech Broadcast Group
Limited, Unit 20, Prince Henry House, Kingsclere
Park Kingsclere, Hants. RG15 8SS

Controller

Business Administration
Legal and Secretarial

c£50,000 pa + car
M3/M4 Corridor

A prestigious 'blue chip' client engaged in a 'high tech' industry is seeking an MBA or Qualified Accountant with extensive business experience, for a new position as head of the business administration function.

Working closely with the Board of Directors, you will be responsible for the formulation of the business plan, for monitoring aspects of business performance and for all company secretarial and legal matters.

In addition to providing a focus

for the corporate planning, you will be expected to ensure that controls are in place in order to monitor the performance of the operating units in meeting their targets and objectives. Some European co-ordination is involved.

The diversity and breadth of this role will involve you in pricing strategy, corporate policy, financial management, computerisation and quality control.

We envisage that the person capable of handling this diversity to be around 40 years of age,

commercially experienced and holding an MBA. A track record of successful financial planning and control will be sought.

Candidates who match this specification are invited to send a full CV, indicating current salary with a brief cover letter setting out key skills and quoting reference B/1075/FT to Barrie Whitaker at: Executive Selection Division Price Waterhouse Management Consultants No. 1 London Bridge London SE1 9QL

Price Waterhouse



Young Finance Director

c.£35,000 + car + expatriate package
Tanzania

Our client, part of an international group, is well established as a leading force in the information technology market within Tanzania. The company has a turnover of around US\$ 5 million and imports, markets and services a range of prestigious computer and office equipment.

Based in the Dar Es Salaam headquarters and working closely with the Chief Executive, you will have full responsibility for all the company's financial affairs. You will play a major part in the management of the enterprise and make a real contribution to its continuing success.

Probably in your late 20s - early 30s, you should be a business-orientated ACA or ACCA with an outgoing, entrepreneurial outlook. For the right person, the opportunity exists for promotion within the company.

The very attractive package includes a salary negotiable around \$35,000 partly paid offshore, free housing, car, generous annual leave with paid air fares, and comprehensive relocation assistance.

Please write - in confidence - to Jim Ranger, Ref. FT 2145, MSL International (UK) Limited, 32 Aybrook Street, London W1M 3JL.

MSL International

Finance Director

STAFFORDSHIRE
c£40k PACKAGE + BENEFITS

This important role offers a genuine opportunity to play a key part in an established and successful Company poised for rapid expansion through organic and acquisitive growth. The Company is part of a significant British PLC and the position offers career development opportunities initially at Divisional Director level.

As a key member of the Board, the successful candidate will take responsibility for all the financial management aspects of the business to facilitate and prepare for the Company's rapid but realistic growth plans. The implementation of effective and tight financial controls and the upgrading of existing systems is necessary to provide fast, accurate and relevant management information.

To contribute successfully to the role, candidates, aged 30-45, will be qualified accountants, strong managers with a breadth of commercial understanding supported by good financial and technical skills including computer systems development. Knowledge of low margin distribution would be highly advantageous.

Apply in confidence by sending a detailed CV Quoting Reference 508 to Staniforth-Endsors & Partners, 37 Avon Road, Hale, Cheshire WA15 0LB. Tel: 061 927 7462. Fax: 061 929 8098.

**STANIFORTH-ENDSOR
& Partners**
CONSULTANTS IN ORGANISATIONAL COMPETITIVENESS

BSI is the focus for UK activity in standards and quality

Corporate Finance Director

The British Standards Institution needs a qualified accountant to fill this critical post which will shortly become vacant on the retirement of the present incumbent.

Reporting to the Director-General, the Director will control the corporate finance function for the whole range of BSI's businesses. The Director will give a professional lead to the finance personnel working in each business area ensuring that all financial and accounting activity meets the recognised standards. The Corporate Finance Director is also responsible for the central computing function.

The post will be located at BSI's Mayfair headquarters. Salary will be by negotiation at £40,000 plus. An excellent benefits package includes 25 days annual leave, car and private medical insurance. Relocation assistance will be given in approved cases.

Please write - in confidence - stating how the requirements are met to Lionel Koppen, ref: B1128, MSL International (UK) Limited, 32 Aybrook Street, London W1M 3JL.

BSI
Working for Quality

FINANCIAL DIRECTOR Designate

c£25,000 + car + benefits

Our client, a profitable subsidiary of a successful Plc, is currently involved in an exciting period of growth.

Building on its historical connections and Royal Warrant, it has reached advanced stages in the launch of a range of luxury, branded leather goods worldwide and has plans to acquire a prestigious old established family business, to complement its product range.

It has reached a stage where a young qualified accountant (ACCA, ACCA, ACA) with relevant experience is required to complement the existing small, marketing orientated management team.

The successful candidate will have experience of small and medium sized businesses, ideally in both manufacturing and marketing. A strong commercial instinct is required together with proven financial disciplines and knowledge of overseas financing.

This opportunity offers candidates the chance to join a successful group, initially in the finance function with the opportunity to progress to a commercial or general management role in the future.

Write enclosing a detailed CV, to: Chris Jolly, Brand Resources, Clare Hall, Chapel Lane, Chigwell, Essex IG7 6JJ



ACCOUNTANT REQUIRED (NOT NECESSARILY QUALIFIED)

For expanding Civil Engineering/Building Company. The ideal candidate will be able to work on their own initiative, covering all aspects of the daily routine of a hectic accounts office. A sound knowledge of the construction industry and computerised accounts is essential, coupled with the capability of producing profit & loss and balance sheet. The successful candidate must have a flexible approach and have a good sense of humour to cope with a small personal environment. An excellent salary is offered to the right applicant.

Please reply with full C.V. to: Miss Gill Martin
J. DEVINE LTD
135 EVELL ROAD
SURREY
SURREY KT8 5AL

Finance Director Designate

Northern Home Counties,
£40,000, OTE, Car, Benefits

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, ST ALBANS, SHEFFIELD, WINDSOR and EUROPE

The company is the European leader in its market segment and has consistently outperformed its competition over the last 5 years. Further substantial organic growth is planned to maintain and improve upon current levels of success.

A young entrepreneurial Finance Director is now required to ensure strict financial management to support the company's growth. Reporting to the Managing Director your main responsibilities will be for the strategic financial planning and production of managerial control data from all disciplines within the company.

Ideally you will have gained experience outside a pure financial role and be able to demonstrate business acumen and commercial flair. An understanding of the retail or leasing sector would be an advantage as is an appreciation for computerised accounting and management systems.

You will require a strong and forceful character to see through concepts and strategies to their successful conclusion. Hard work and a hands on approach are the rule of the day with this fast moving and extremely positive company. Consequently career opportunities and rewards are excellent for the right candidate.

Male or female candidates should submit in confidence a comprehensive C.V. or telephone for a Personal History Form to: C. Jenkins, Hoggett Bowers plc, 34 St. Peter's Street, ST ALBANS, AL1 3NA, 0727-45677, Fax: 0727-48775, quoting Ref: T11017/FT.

Financial Controller

To £35,000 plus car and benefits

Milton Keynes

Lotto UK is the British subsidiary of Italy's largest sports company Loto S.p.A.. An international group, Loto has subsidiaries in six major European countries as well as the USA, and is considered to be one of the top 15 sports companies in the world. Although the group has diverse commercial interests, it concentrates on the design and production of soft sports goods and has attained a reputation in the sports shoe and sports apparel markets. The UK subsidiary was founded just over one year ago and has grown quickly expecting to report a turnover in the region of £3.5m this year.

In order to manage and control its continued growth, Lotto UK now needs to recruit a Financial Controller who will be solely responsible for all financial aspects of running the company. Reporting directly to and working closely with General Manager, the Financial Controller will be expected to contribute actively to management decision making.

Specific duties will involve production of financial and management accounts, reporting results to the Italian parent, assisting with business planning and development and supervising the accounts team.

Candidates should be qualified accountants with at least two years' post qualification commercial experience. The ideal candidate will be commercially minded with a dynamic, flexible approach and the ability to communicate at all levels. Sound technical skills and interest in sport are considered essential for any candidate to be successful in this role.

A salary of up to £35,000 is offered together with a company car and the normal benefits for a position at this level. Relocation assistance will be provided if appropriate.

Please write, in confidence, to our recruitment adviser, Sean Connolly at the address below quoting reference SHA 1483

STOY HAYWARD CONSULTING

8 Baker Street London W1M 1DA Fax: 071 487 3686 A member of Horwath International

FINANCIAL CONTROLLER

C £25,000 p.a.

A Leader in Entertainment Software Development and Distribution

We are a London based subsidiary of a multi-national £1 billion turnover UK corporation specialising in the development and marketing of an exciting range of Entertainment Software products in the UK, Europe and the USA.

We are ideally seeking a person able to portray a background and experience in line with the following criteria:-

In line with the rapid expansion we are enjoying, i.e. a turnover of £0 to £7 million in five years, we require to appoint a Financial Controller who will be responsible for the whole of the company's accounting facilities including MIS computer systems.

- A qualified accountant i.e. ACCA/ACMA, or ACA with a minimum of three years experience working at a senior level within FMCG/Commercial environments.
- An understanding of the need for producing Management Information in line with predetermined timescales.
- The interpersonal skills necessary to work with all levels of management and staff.
- The ability to manage personnel engaged in supporting the company's financial accounting via computer based systems.

Ring our advising consultant MIKE THORNE now on 0444 415676, or at any time (including weekends/evenings), or send a copy of your CV to the address below. Arrangements will be made for you to attend an immediate interview at any convenient location.

LAMBLEY
PROFESSIONAL RECRUITMENT CONSULTANCY

1 Franklyn Suite, The Priory, Haywards Heath, West Sussex RH16 3LB
Telephone: (0444) 415676

AGENCY • DEVELOPMENT • INVESTMENT • PROFESSIONAL SERVICES

Edward Erdman is a leading international firm of professional property advisers active in all aspects of today's dynamic property industry. Employing over 450 professionals and support staff, Edward Erdman's head office is based in the West End with offices in Europe as well as the City, Leeds and Glasgow.

FINANCIAL CONTROLLER INTERNATIONAL PROPERTY SERVICES

c. £45,000 + CAR + BENEFITS LONDON

Edward Erdman is currently undergoing substantial change, rapidly moving from a partnership to a corporate culture, so this position offers a challenging opportunity for a progressive, self motivated, commercially astute Chartered Accountant to support the development of the Group in the areas of financial control and management information.

Reporting to the Director of Finance you will be responsible for the financial and management accounting function of the company as well as the leadership of an accounts team of 11 staff. You will have day to day interaction with all the organisation's divisions, so you must be able to demonstrate well developed interpersonal and communication skills as well as strong technical and systems ability. Familiarity with French would be an advantage.

This is a unique and exciting opportunity to develop into the corporate finance arena as the organisation develops, with immediate Director level status so it is likely that you will have top level experience, flair and tenacity.

Write enclosing your Curriculum Vitae to: Jane Budd, Recruitment and Personnel Manager.

Edward Erdman

Edward Erdman • 6 Grosvenor Street • London W1X 0AD • Telephone: 071-629 8191

FINANCE DIRECTOR (Designate)

DEVON £35,000 + Car

Rockeagle, a highly profitable and expanding property development investment group requires a finance director (designate) to join their senior management team.

The role will include overall responsibility for the financial management and administration of the group and will involve project planning and corporate finance.

You will be a qualified financial manager, aged 30 - 50, with proven commercial skills and relevant previous experience in either the property development or construction industry is desirable. Flexibility, enthusiasm and the ability to work as part of a small but highly committed management team is essential.

Please send full personal and career details to:

Mr Mark Kay,
Managing Director,
Rockeagle Limited,
Mamhead House, Mamhead, Exeter, EX6 8HD

GROUP TREASURY MANAGER

London based

Negotiable remuneration package £38,000

A nationwide organisation providing a wide range of design, project and maintenance management and estate surveying services has recently been reorganised and requires a Group Treasury Manager.

You will be responsible to the Group Finance Director for managing the Group's cash and borrowings and will maintain close liaison with the Group's bankers, ensuring that adequate credit facilities are always available to meet the needs of the Group.

You will advise the Group Finance Director on all aspects of financing policy and cash management and will ensure that adequate systems are in operation to forecast the cash needs of the businesses within the Group. You will also liaise with the Group Financial Controller on accounting issues and with Divisional Finance Directors on the management of cash within their businesses.

Motivation, self confidence and interpersonal skills will all be characteristics required to enable the successful candidate to operate in this changing and challenging environment. Applicants should be suitably qualified and have had experience of working in a similar capacity in a large organisation.

Please write, enclosing a detailed CV indicating current salary to Ms PM Dixon, Room 539, Lambeth Bridge House, Albert Embankment, London SE1 7SB. Tel: 071-238 4913.

INTERNATIONAL SERVICES MANAGER

Negotiable from £24,000 plus car, profit share & banking benefits.

Leeds

Yorkshire Bank has a record of successful expansion. We are continually developing our services to meet the needs of our customers and changes in the banking industry. Currently we are expanding our international banking facilities and have created this challenging new position to head up the function.

Candidates should have wide experience of all facets of international operations including correspondent banking.

The successful applicant will be responsible for introducing new systems and developing existing resources. There will be opportunity for liaison with branches and visits to major customers. We shall, therefore, be looking for a capable administrator with strong managerial and interpersonal skills.

To apply for this key career position, write with full C.V. to Neil Sternbach, Manager - Personnel Selection

Yorkshire Bank
20 Merrion Way, Leeds LS2 8NZ
We are an equal opportunity employer

FINANCE MANAGER

Demanding new role in financial services

Age 27-35
West Yorkshire

£30-35k package
+ car + benefits

Our client is a leading name in the financial services sector. It has been increasingly successful in recent years through positive marketing and a firm commitment to customer service, allowing it to grow rapidly and profitably. With the support of sophisticated MIS, it has responded quickly to a dynamic marketplace. The pace of change has now created the need for a talented, ambitious professional to join the senior financial team.

Reporting directly to the Finance Director, your role will have several facets. Your main aim will be to introduce advanced controls and a more commercial approach to the departments you manage, comprising some 35 staff. The nature of the business necessitates a fast reaction to situations as they arise, and the development of effective solutions. Further computerisation, statutory reporting and ad hoc feasibility studies are other recurring features.

This is a high profile role. You will need to have a quick thinking and logical approach to the business, strong man-management skills and be a fluent communicator, as you will frequently interface with the Board and other disciplines.

You will be a qualified Accountant, either directly from the profession or pursuing a successful career in commerce/industry. If you enjoy a fast-moving, demanding environment, this move could reward you with excellent future prospects.

Please reply to Jackie Hardisty or Laurence Barnett at our Leeds office on 0532 446611 quoting ref LD239

ASB
ASB RECRUITMENT LTD

Quebec House, Quebec Street,
Leeds LS1 2HA. Tel: 0532-446611
Fax: 0532 446140

Also at: Birmingham, Liverpool, Manchester and Nottingham

A Division of ASB Barnett Elliott & Co.

N.E London Specialist Retailer PLC

Requires Ambitious Finance Controller Director Designate

Circa £35K

We are looking for a HIGH CALIBRE qualified Accountant, age 29-35, with excellent Technical background, varied commercial experience with leadership and communication skills.

In addition to being responsible for controlling the Financial and Administrative requirements the candidate would work closely with the Chairman and his team in the development of the business and increase its already dominant position in the sector.

Write to Box 8881, Financial Times,
One Southwark Bridge, London SE1 9HL

FINANCE DIRECTOR

Manufacturing

Our client, a £10m international business in precision engineering, is part of a fast expanding acquisitive PLC with exciting plans for further development and entry into new markets.

This post calls for a qualified Accountant, Chartered or Cost and Management, to play a key role in the introduction of a new computerised financial and management information system.

Candidates must understand the financial, commercial and production aspects driving a manufacturing business.

The salary will be around £26k including bonus, quality car, pension and health care schemes.

Please reply in writing enclosing full CV to: Appointments Manager, Severn Advertising, Severn House, 30 Ombresley Street West, Droitwich, Warks WR9 8QX.

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Applications will be acknowledged and forwarded immediately to our client. Please indicate separately if there are any companies to whom your application should not be sent.

Head of Financial Consultancy

Northern England to £60,000 + Car

Our client is a major international management consultancy practice with an enviable reputation for excellence. Sustained growth throughout the North of England has created a rare opportunity to join this prestigious firm at senior management level.

The requirement is for an outstanding consultancy manager to further develop the existing financial consultancy practice which already has a significant market presence. The firm's broader consultancy activities include Marketing, I.T., Human Resources,

Manufacturing and Distribution consultancy services.

The major responsibilities of the position will include the initiation and development of business, assignment management and the leadership, motivation and development of a team of 20 high calibre consultants. Existing clients range from small and medium sized companies to major international groups across a variety of business areas, including the public sector. Assignments are likely to focus on business planning, cost management systems,

financial control and financial reporting systems.

Candidates, aged 30 to 45, must be qualified accountants of graduate intellect, who can demonstrate a strong track record of achievement gained in either industrial or public sector financial management, coupled with a minimum of three years' management consultancy experience. Strong communication skills, self-motivation, energy and achievement orientation are prerequisites of the appointment.

The salary is negotiable to £60,000 and there is a

comprehensive benefits package, including relocation assistance where appropriate. There is considerable scope for advancement, both nationally and internationally.

Interested applicants should forward a comprehensive curriculum vitae, quoting Ref: 2626, to Alan Dickinson ACMA, Michael Page Finance, Executive Division, 39-41 Parker Street, London WC2B 5LH. Telephone 071-831 2000 (office) or 023065 448 (weekend).



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

PQE

SURREY to £40,000+car

Finance Controller

Fast-moving service plc offers an opportunity to manage a substantial finance function. The full range of financial and management accounting skills will be utilised, with credit control an important feature. Currently this multi-site business is increasing investment in I.T. - particularly micro systems. Ref: 98049

Contact the PQE Specialist advising on this appointment at 78 Cannon Street EC4 on 071-489 9997

WINDSOR £40,000

Management Consultant

As a key representative of a world-leading firm, you will embrace a richly rewarding role involving business planning, MIS system analysis, selection and implementation and advanced costing in predominantly blue chip automated manufacturing environments. A wonderful opportunity to be creative, to sell your ideas and then project manage them to fruition. Ref: 66507A2

Contact the Manager at 9 Peasecod Street, Windsor 0753 851447 Or the PQE Specialist advising on this appointment on 071-489 9997

HARLOW £29,000

Divisional Controller

As Divisional Controller within this hi-tech organisation you will be involved with control of monthly reports and maintaining and improving costing systems. This is a high-profile role and would best suit a Fully Qualified Accountant with commercial awareness. Benefits to include 5 weeks' holiday and executive company car. Ref: 46A120L

Contact the Manager at 35 Cranbrook Road, Harlow 081-478 0061 Or the PQE Specialist advising on this appointment on 071-489 9997

FIFE c£26,000+car

Financial Controller

Manufacturing subsidiary of a major UK national is offering an exceptional opportunity to head the finance function. As decision maker, you will be responsible for strategic planning, general management and have a team of about 20 staff reporting. The extensive benefits package will include a company car, profit share and full relocation. Ref: 82375

Contact The Manager at 13 Frederick Street, Edinburgh 031-226 3686 Or the PQE Specialist advising on this appointment on 071-489 9997

KENT c£27,000+car

Cost/Management Accountant

Initially reviewing and updating the computerised manufacturing and distribution systems, this expanding manufacturing and pharmaceutical group offers a broad role in its cost and financial affairs. Duties range from monitoring capital expenditure, budgets and forecasts to project analysis. Career progression is encouraged. The superb benefits include share options, life assurance, BUPA and relocation assistance. Ref: 16361PA

Contact The Manager at 104 The Broadway, Boxley Heath 061-304 8211 Or the PQE Specialist advising on this appointment on 071-489 9997

LUTON to £30,000+car

Financial Director Designate

This is a superb opportunity to lead the finance function of one of the main manufacturing subsidiaries of an exciting and progressive group. As well as controlling the UK side, you will also be able to enjoy some European travel and director-level benefits, together with further prospects within the group. Ref: 881702

Contact The Manager at 462 Midsummer Blvd, Milton Keynes 0908 680061 Or the PQE Specialist advising on this appointment on 071-489 9997

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(24 hour answering service)

REED...
accountancy

RETAIL TREASURER

c.£28K + 2 LITRE CAR + BENEFITS
WEST OF LONDON

As the main trading subsidiary of the Argill Group, Safeway plc has grown to be one of Britain's most dynamic food retailers. Recently published results have shown a 12% increase in turnover to £4.1 billion and a 27% increase in pre-tax profits to £227.5 million.

Reporting to the Financial Controller, the role is wide-ranging covering all aspects of cash control from store takings to a daily Treasury function and company cash flow. You will be responsible for devising solutions which minimise banking costs and maximise interest earnings. You will also have the freedom to investigate how technology, such as EFTPOS and developments in electronic banking, impacts on profitability.

Ideally we are looking for a qualified accountant with approximately 2 years' post qualification experience. However, we will consider someone who is qualified by extensive experience. Either way, you must have excellent organisational and administrative skills and be a first-class communicator.

As you will be liaising at a senior level across the Company, your contribution will be clearly visible. Prospects are excellent and there is ample scope to progress within the finance division and throughout the business.

Please write with CV and current salary details to: Mrs P Taylor, Personnel Manager, Safeway plc, 6 Millington Road, Hayes, Middlesex UB3 4AY. Tel: 081-756 2131.

SAFEGWAY

Bata

The Bata Shoe Organisation is the leading marketer and manufacturer of footwear, with more than 6000 stores and 70 factories, employing 70,000 people around the world.

Bata Nigeria Ltd, is a public company, employing approx. 1500 people, manufacturing leather, canvas and direct injection footwear. Its Marketing activities consists of retail, wholesale and dealer operations.

CHIEF FINANCIAL OFFICER

- Preference will be given to candidates with a university degree related to Finance and Administration and C.A. or equivalent designation.
- The candidate should have a minimum of 5 years' experience preferably at an international level.
- This is an interesting opportunity for a self-starting professional who sees a challenge in working in an international environment.

The company offers commensurate remuneration and attractive benefits package along with good career opportunities with the Bata Shoe Organisation

Please write to: Bata Nigeria Ltd, c/o Mr. J. Graham, Managing Director, The British Bata Shoe Ltd, East Tilbury, Grays, Essex. RM18 8RL ENGLAND

Executive Recruitment

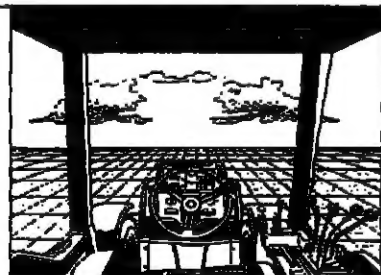
Financial Services Edinburgh
Following a buy-out in 1988, ASA International has become Scotland's largest recruitment consultancy and an acknowledged leader in the Financial Services sector.

The time has come to appoint an experienced search and selection consultant as head of our Financial Services division based in Edinburgh. This is a key appointment within ASA.

For a strictly confidential discussion, write or telephone to: Mr Ian Wille, Managing Director, ASA International Ltd, 63 George Street, EDINBURGH EH2 3JG Tel: 031-224-4222

ASA International

ASA



DRIVING
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FUTURE

Subsidiary of a powerful American group TENNECO, we are one of the world leaders in construction and agriculture equipments. In the framework of our development on the European market, we are seeking

BUSINESS AUDIT

(EUROPE)

DONCASTER.....OR.....NEUSS.....OR.....NEAR PARIS.....
ENGLAND.....GERMANY.....FRANCE.....

Traditionally, auditing has played a somewhat backroom role. At JI. Case however, audit advice and operational review are key elements of management and business planning at the front line of business, providing a pro-active advisory/support service - not just following on behind.

If you have the technical expertise and interpersonal skills to thrive in this environment, you could join this USD 5.8 billion international company as an international audit professional.

Your brief will be to assist our European operations in the identification and implementation of a range of business/financial solutions. Not just strategy and planning, but also hands-on practical involvement, working closely with operating management.

In selection therefore, we'll be looking for qualified, self-motivated financial professionals with demonstrable manufacturing expertise (plant, machinery, automotive, steel etc); fluency in English and either French or German.

The salary, benefits and relocation packages will not deter exceptional candidates.

Case Poclain S.A.

J I Case
A Tenneco Company

Please send your CV in confidence to Philippe Hans, CASE POCLAIN S.A., Avenue Georges Bataille - 60671 LE-PLESSIS-BELLEVILLE, FRANCE.

GROUP FINANCIAL DIRECTOR

West Yorkshire £40,000-£45,000 + Car + Benefits

This appointment is with an established and successful PLC engaged in the manufacture of high quality consumer products. The company has diversified significantly in recent years and is proud of its progressive and innovative approach.

The Group Financial Director is a key member of the senior management team and reports to the Group Chief Executive. Responsibility will be for the accurate provision of detailed financial and budgetary information to the Board, resourcing of the Group's funding requirements and generally ensuring that the accounting function through the Group is effectively managed and maintained.

Personal qualities are important and must include the ability to relate well to people and communicate effectively at all levels. The successful applicant is likely to be aged 35+, of above average technical ability (probably graduate Qualified Accountant) and have a commercial and creative flair to a business which is constantly changing within a competitive environment.

In the first instance, please write to Brian Daniels, Managing Director, quoting ref: 90L/3892FT at Daniels Bates Partnership Ltd., Joseph's Well, Hanover Walk, Park Lane, Leeds LS3 1AB.

Daniels
Bates
Partnership
PROFESSIONAL RECRUITMENT

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Manchester (061) 635 3311
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Aylesbury (0494) 383440
Bristol (0802) 25392

NETWORK

RECRUITMENT CONSULTANTS

Financial Director
Wiltshire
To £40,000 + Car + Benefits
Working for this Swindon based national market leader, keeping in close liaison with both the Chairman and Managing Director, you will be a fully qualified A.C.A. with engineering/manufacturing experience. Taking full responsibility for the financial function as well as contributing to the planning and growth of the company, you will be under 45 years of age. (Our Ref: SAN 2102).

Qualified Highflier/ P.A. to Chairman
Wiltshire
To £30,000 + Car
Required for this commercial appointment with a prominent, national leader, current turnover £200m. Recently qualified, seeking a move into a non-routine accounting role, you will be of the highest calibre, an energetic, good all rounder possessing the confidence and capability to make a real impact on business performance. Languages an advantage (but not essential). (Our Ref: SAN 2087).

Please contact Catherine Wood BSc in the strictest confidence to discuss these and other vacancies.

ALEXANDER HOUSE
19 FLEMING WAY
SWINDON
WILTSHIRE SN1 2NG
TELEPHONE 0793 612222
FACSIMILE 0793 642554

Financial Director Engineering Group South Africa

Part of a British multi-national engineering group, the South African operations consist of 6 companies, with a turnover of approximately £30m. Based in Jo'burg, the Financial Director will be a member of the head office management team, with full responsibility for the financial and IT functions. Key tasks will include evaluation and negotiation of acquisitions, tax planning, treasury management, financial and systems restructuring. Candidates must be graduate chartered accountants (CA or CMA), probably in their late 30s, who have both management and financial accounting experience, ideally gained in a manufacturing environment. This is a very broad role requiring someone with strong commercial orientation and first class accounting skills. Base salary indicator is c.£40,000 plus normal executive benefits. 3 year contract; guaranteed return; potential for group career opportunities. Please reply in confidence with full career details to Peg Eva, as adviser to the company at Selection Thomson Ltd., 24-25 New Bond Street, London W1Y 9HD or 14 Sandyford Place, Glasgow G3 7NB.

Selection Thomson
London and Glasgow



Group Financial Controller (UK)

For a world leader in consumer products with sales in excess of £3 billion, renowned internationally for its marketing skills and innovation.

• **RESPONSIBILITY** is to the Managing Director in the United Kingdom for financial planning, control, analysis and treasury.

• **THE NEED** is for a graduate accountant, fluent in French, with not less than five years experience in a multinational f.m.c.g. environment.

• **LOCATION** - London; preferred age 30.

• **SALARY** - c.£40,000 plus performance bonus and substantial benefits.

Only candidates with an outstanding record to date and potential for further significant promotion should apply.

Write in confidence, enclosing Curriculum Vitae, and quoting reference 7295/FT to:

TK

SELECTION

8 Hallam Street, London W1N 6DJ. Telephone 071-580 2924.
Fax: 071-631 5317

A DIVISION OF TYZACK & PARTNERS

RADLEY COLLEGE

BURSAR

Applications are invited for the post of Bursar and Secretary to the Governing Council on the retirement of Mr M Jones MA ARCS in 1991. It is intended that the new appointment should run from 1st April 1991 and overlap with the present Bursar for one term.

Duties include the management of the day to day finances of the College, budgeting and reporting to the Council, and the supervision of buildings, all equipment, grounds, playing fields and the College estate.

The successful candidate will almost certainly be a graduate or hold an equivalent qualification and will be not more than 55 years of age.

Particulars may be obtained from:

The Chairman of the Council,
c/o The Bursar, Radley College,
Abingdon, Oxon, OX14 2HR

to whom applications should be addressed.

Closing date for applications is:
10th September 1990

A LONDON MANAGEMENT CONSULTANCY OFFERS EXCITING OPPORTUNITIES AND COMPETITIVE REMUNERATION FOR PROFESSIONALS EXPERIENCED IN:

ACCOUNTING

- Accountants with fraud and liquidation expertise.
- Qualified / experienced accountants.

SECURITIES

- Individuals with general operations expertise at all levels.
- Individuals with share registrar and transfer experience especially at a senior managerial level.
- Individuals with Unit Trust administration expertise.

Please write to Box No. A866, Financial Times,
One Southwark Bridge, London SE1 9HL

International Manager - Operational Consulting/Financial Audit

GE (USA) is one of the world's largest diversified manufacturing, technology and service companies with \$50 billion revenue; \$3.4 billion earnings and 13 major businesses.

Train in US/Europe
for 9 months

£35,000-£45,000
plus car

Based London W6

50% worldwide
travel

Moved into line
management with
2-2½ years

As a key player in the GE Corporate Audit team which is the training ground for top management, you will either be qualified as an accountant (with or without an auditing background) or have a economics degree and/or an MBA, and certainly have a second European or Asian language. You must also have at least 3 years' post qualification experience including one year in a management role.

As the successful candidate you will manage a diverse and multi-national group and be responsible for:

Financial Audit • Worldwide • Dealing with all our major businesses • Covering all financial cycles.
Operational Consulting • Wide variety of reviews on product quality, new product introduction, factory management and customer satisfaction • Using a team approach with local management to produce results.
Special reviews • Mergers, acquisitions and disposals • Other ad hoc projects.

As well as a competitive salary, we offer other benefits associated with a highly successful company including contributory pension scheme, free medical insurance and 25 days' annual holiday.

Please send your c.v. to Peter M. Robinson, Manager - Human Resources, General Electric Company (USA), Shortlands, Hammersmith, London W6 8BX.



GE (USA)

*Not associated with the English company of a similar name.

MANAGING DIRECTOR

BUSINESS TO BUSINESS SERVICES

SOUTH WEST LONDON c80K including performance bonus and benefits

Your financial awareness combined with a marketing led approach to general management will provide the necessary background within this autonomous PLC subsidiary.

Operating in a competitive marketplace, through an already extensive local branch network, you will have the opportunity to expand the business through your vision, leadership and strategic approach.

You will be joining a team in which all the people are key, and where fair and forward thinking are both expected and encouraged.

Your application, including a full CV with your current reward package and a contact telephone number, should be forwarded to:

Stewart George, Director - Human Resources,
Reed Executive PLC,
114 Peasecod Street, Windsor, Berks SL4 1DN.

REED

Reed actively promotes Equal Opportunities.

FINANCIAL CONTROLLER, EUROPE C.£30,000 pa. + CAR

Our client, one of the fastest growing divisions of a major service industry group, is already well established in Europe. Subsidiary company and joint venture operations account for an increasing share of divisional revenue and this has created the need to strengthen the financial team.

Reporting directly to the Finance Director, the role encompasses all aspects of financial control for operations in mainland Europe, including reporting systems, analysis and comment on trading results, profitability reviews and acquisition and joint venture proposals.

We seek a self-motivated, qualified accountant, probably aged 30+, with highly developed communication skills and the ability to motivate and influence those over whom he has no direct authority. Ideally from a service industry background, actual experience of living and working in Europe, and fluency in at least a second language is highly desirable. Experience of acquisitions, particularly in Europe, would be an asset, as would some familiarity with contract and price negotiation.

The range of benefits is excellent and definite opportunities exist for career progression within the Group.

Please write with full c.v., quoting Ref: E.225, to:

EXECUTIVE 2000, SUTTON PARK HOUSE,
15 CARSHALTON ROAD,
SUTTON, SURREY SM1 4LE.

EXECUTIVE
2000
SEARCH AND SELECTION

Finance Manager

Bucks

c £30,000 + car

Our client is the automotive subsidiary of a dynamic £2 billion turnover international group whose interests also include aerospace and industrial systems. They have a major presence in Europe and deal with most vehicle and engine manufacturers. The aftermarket operations division is a substantial contributor to corporate profitability and one of its key units is the diesel parts and service operation located in Buckinghamshire. The unit, which has a turnover in excess of £75 million, seeks a Finance Manager in his or her late 20's or early 30's whose key tasks will be:

- To ensure compliance with statutory accounting requirements and provide timely and meaningful management information.
- To work with senior management on business plans, forecasts and budgetary control.
- To assist in the development of the business on a European and international basis.

The successful candidate will be a qualified accountant with at least 4 years post qualification experience, preferably in a manufacturing environment. Some years responsibility for accounting and management reporting in a medium sized business unit is essential. A facility with one or more European languages will be an advantage.

This is a senior management appointment with an attractive benefits package which will include relocation assistance in appropriate circumstances.

Write in confidence to John Gregory at J.C.P. Brickhill House, 701 South Fifth Street, Wilan Gate East, Central Milton Keynes, MK9 2PR, demonstrating your relevance clearly and quoting reference 5208/FT.

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Courtis
& Partners**
Search and Selection

AAA-rated

City

The London Branch of BAYERISCHE LANDESBANK is recruiting an

Internal Auditor

The right candidate will be a recently qualified ACA with bank/financial institution audit experience, excellent interpersonal skills and an ability to work on own initiative, reporting directly to Branch Management and Head Office.

We are offering good long-term prospects and a competitive, negotiable remuneration package.

Please reply with CV giving full details of career to The Personnel Manager, Bayerische Landesbank Girozentrale, Bavaria House, 13/14 Appold Street, London EC2A 2AA.



Bayerische Landesbank
Girozentrale

ROBERT BROOKS (AUCTIONEERS) LIMITED COMPANY ACCOUNTANT / FINANCIAL CONTROLLER

Due to rapid expansion, Robert Brooks, one of the worlds leading vintage car auctioneers, requires a Company Accountant / Financial Controller to oversee all financial aspects of this dynamic auction house.

Reporting directly to the board, the ideal candidate will have developed good financial, management and communication skills within a commercial environment.

The minimum qualification will be either ACCA or ACA with two years PQE.

The successful candidate can expect a competitive salary with a company car. Please write enclosing a full CV, to Robert Brooks at Robert Brooks (Auctioneers) Limited, Dept FT1, 81 Westside, London SW4 9AT.

FINANCE MANAGER

London N.19 c. £28,000 + car

Our client is a supplier of temporary personnel to the building, electrical and mechanical market sectors, and also has plans to diversify into other areas.

They are seeking to recruit a Finance Manager, reporting to the Managing Director, who will run the Company's day to day financial operations.

The successful candidate will ideally be a young computer literate qualified accountant, who has some experience in the field of credit control. You will have a confident, assertive personality, and possess strong communication skills.

Please send your C.V. with salary history to Mr. C.D. Carr.

Fraser & Russell
Chartered Accountants
Corporate Development Services
4 London Wall Buildings
Blomfield Street, London EC2M 6NT.

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